



**The Meeting Transcript of  
The Los Angeles County  
Board of Supervisors**



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1 [REPORT OF ACTION TAKEN IN CLOSED SESSION

2 TUESDAY, JUNE 19, 2007 ON PAGE 279]

3

4

5

6 **SUP. YAROSLAVSKY, CHAIRMAN:** GOOD MORNING. THE BOARD OF  
7 SUPERVISORS MEETING FOR JUNE 19TH IS NOW IN SESSION. WOULD YOU  
8 ALL PLEASE RISE FOR THE INVOCATION AND THE PLEDGE OF  
9 ALLEGIANCE? THE INVOCATION WILL BE LED BY REVENUE PHIL MANLY,  
10 THE CHAPLAIN OF THE UNIVERSITY OF SOUTHERN CALIFORNIA, AND THE  
11 PLEDGE OF ALLEGIANCE WILL BE LED BY FRANCIS P. FILOSA, MEMBER  
12 OF POST NUMBER 8310, GLENDALE, VETERANS OF FOREIGN WARS OF THE  
13 UNITED STATES OF AMERICA. REVEREND MANLY?

14

15 **REVEREND PHIL MANLY:** LET US PRAY. OUR HEAVENLY FATHER, WE  
16 GRATEFULLY ACKNOWLEDGE THY BLESSINGS IN ALL THINGS. THANK YOU  
17 FOR OUR DEDICATED MAYOR AND BOARD OF SUPERVISORS THAT  
18 WILLINGLY SERVE OUR COMMUNITY. GIVE THE MEMBERS OF HIS BOARD  
19 MUCH WISDOM AS THEY ENDEAVOR TO WORK TOGETHER FOR THE COMMON  
20 GOOD OF OUR CITIZENS. HELP THEM TO POSSESS STRENGTH FOR THE  
21 DAILY STRESSES AND TENSIONS OF PROBLEMS, DECISIONS, MEETINGS  
22 AND SEEMINGLY ENDLESS EXPECTATIONS. WE RESPECTFULLY REQUEST  
23 THAT THESE CHALLENGES WILL BE MET WITH THE RECOGNITION THAT  
24 THEY HAVE BEEN MATCHED FOR THIS HOUR AND THAT, WITH YOUR  
25 GUIDANCE, THEY CAN BECOME PART OF MANY SOLUTIONS WHILE AT THE



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1 SAME TIME DISPROVING THAT THEY ARE THE PROBLEM. THANK YOU FOR  
2 OUR NATION AND FOR OUR CITY THAT EMBODIES THE POTENTIAL TO  
3 MODEL UNDERSTANDING, MERCY AND WISE JUDGMENTS. HELP US ALL TO  
4 SEEK YOUR LOVE IN ALL OUR ACTIONS IN THY NAME. AMEN.

5

6 **FRANCIS P. FILOSA:** IF YOU WOULD FACE THE FLAG AND PLACE YOUR  
7 RIGHT HAND OVER YOUR HEART. [ PLEDGE OF ALLEGIANCE ]

8

9 **SUP. YAROSLAVSKY, CHAIRMAN:** SUPERVISOR MOLINA?

10

11 **SUP. MOLINA:** THANK YOU. MR. CHAIRMAN AND MEMBERS, I'M VERY  
12 PROUD THIS MORNING TO PRESENT TO CHAPLAIN PHIL MANLY A  
13 CERTIFICATE OF APPRECIATION. REVEREND PHIL MANLY HAS SERVED AS  
14 THE CHAPLAIN OF L.A. COUNTY U.S.C. MEDICAL CENTER FOR OVER 35  
15 YEARS, PROVIDING GUIDANCE AND COMFORT TO THOSE IN NEED. HE HAS  
16 ALSO SERVED AS THE DIRECTOR OF PASTORAL CARE AT TWO OTHER  
17 U.S.C. AFFILIATED HOSPITALS. REVEREND MANLY IS A SECOND  
18 GENERATION CHAPLAIN. HIS FATHER, ROBERT, SERVED AT THE COUNTY  
19 HOSPITAL CHAPLAIN IN THE 1950S. WE THANK REVEREND MANLY FOR  
20 HIS VITAL SPIRITUAL GUIDANCE HE PROVIDES AND WE APPRECIATE HIS  
21 TAKING THE TIME TO COME THIS MORNING AND TO JOIN US. SO, SIR,  
22 THANK YOU SO MUCH AND WE APPRECIATE YOUR GUIDANCE. [ APPLAUSE  
23 ]

24



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1 **SUP. YAROSLAVSKY, CHAIRMAN:** ON BEHALF OF SUPERVISOR  
2 ANTONOVICH, LET ME PRESENT THIS CERTIFICATE OF APPRECIATION TO  
3 FRANCIS P. FILOSA, MEMBER OF POST NUMBER 8310 IN GLENDALE, THE  
4 VETERANS OF FOREIGN WARS. MR. FILOSA IS A RESIDENT OF THE  
5 FIFTH DISTRICT AND SERVED AS FIRST LIEUTENANT IN THE UNITED  
6 STATES ARMY FROM 1951 TO '53 IN THE THIRD BATTALION, THE 32ND  
7 INFANTRY IN THE KOREAN WAR, SERVED-- PARTICIPATED IN MANY  
8 BATTLES, VARIOUS BATTLES, RECEIVED THE BRONZE STAR, THE COMBAT  
9 INFANTRY BADGE, KOREAN SERVICE MEDAL WITH TWO BRONZE SERVICE  
10 STARS AND THE UNITED NATIONS SERVICE MEDAL. HE IS RETIRED,  
11 RETIRED FROM RADIO STATION KPFK AND HAS LIVED IN THE DISTRICT,  
12 IN THE FIFTH SUPERVISORIAL DISTRICT FOR 33 YEARS, WENT TO  
13 HARTFORD HIGH SCHOOL IN GLENDALE AND THE UNIVERSITY OF VERMONT  
14 IN BURLINGTON. HE COVERED BOTH COASTS. THANK YOU, MR. FILOSA,  
15 FOR YOUR LEADING US IN THE PLEDGE THIS MORNING AND FOR YOUR  
16 SERVICE TO OUR COUNTRY. [ APPLAUSE ]

17

18 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY. THE AGENDA?

19

20 **CLERK SACHI HAMAI:** GOOD MORNING, MR. CHAIRMAN, MEMBERS OF THE  
21 BOARD. WE WILL BEGIN TODAY'S AGENDA ON PAGE 6, SET MATTERS. ON  
22 ITEM S-2, SUPERVISOR BURKE REQUESTS THAT THIS ITEM BE  
23 CONTINUED ONE WEEK TO JUNE 26TH, 2007, AT 12:00.

24

25 **SUP. YAROSLAVSKY, CHAIRMAN:** WITHOUT OBJECTION, SO ORDERED.



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1

2 **CLERK SACHI HAMAI:** ON ITEM S-3, THIS ITEM WILL BE TAKEN OFF  
3 CALENDAR.

4

5 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY. SO ORDERED.

6

7 **CLERK SACHI HAMAI:** AGENDA FOR THE MEETING OF THE COMMUNITY  
8 DEVELOPMENT COMMISSION, ITEMS 1-D THROUGH 7-D AND, ON ITEM  
9 NUMBER 4-D, THERE IS A REQUEST FROM A MEMBER OF THE PUBLIC TO  
10 HOLD THIS ITEM.

11

12 **SUP. YAROSLAVSKY, CHAIRMAN:** ON THE REMAINDER, MS. BURKE MOVES,  
13 MOLINA SECONDS. UNANIMOUS VOTE.

14

15 **CLERK SACHI HAMAI:** AGENDA FOR THE MEETING OF THE HOUSING  
16 AUTHORITY, ITEM 1-H.

17

18 **SUP. YAROSLAVSKY, CHAIRMAN:** MOLINA MOVES, KNABE SECONDS.  
19 UNANIMOUS VOTE.

20

21 **CLERK SACHI HAMAI:** AGENDA FOR THE MEETING OF THE REGIONAL PARK  
22 AND OPEN SPACE DISTRICT, ITEMS 1-P AND 2-P.

23

24 **SUP. YAROSLAVSKY, CHAIRMAN:** KNABE MOVES, BURKE SECONDS.  
25 UNANIMOUS VOTE.



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1

2 **CLERK SACHI HAMAI:** BOARD OF SUPERVISORS, ITEMS 1 THROUGH 19.  
3 ON ITEM NUMBER 2, THERE'S A REQUEST FROM SUPERVISOR KNABE TO  
4 HOLD THIS ITEM. ON ITEM NUMBER 3, THIS INCLUDES THE REVISED  
5 WORDING THAT IS INDICATED ON THE SUPPLEMENTAL BUDGET-- OR  
6 SUPPLEMENTAL AGENDA AND, ON ITEM NUMBER 5, SUPERVISOR  
7 YAROSLAVSKY REQUESTS THAT THIS ITEM BE CONTINUED ONE WEEK TO  
8 JUNE 26TH, 2007. ITEM NUMBER 6, THERE'S A REQUEST FROM  
9 SUPERVISOR ANTONOVICH TO HOLD THIS ITEM. AND, ON ITEMS 10 AND  
10 11, SUPERVISOR YAROSLAVSKY AND MEMBERS OF THE PUBLIC REQUEST  
11 THAT THESE ITEMS BE HELD.

12

13 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY. ON THE REMAINDER, BURKE  
14 MOVES, KNABE SECONDS. UNANIMOUS VOTE.

15

16 **CLERK SACHI HAMAI:** CHIEF ADMINISTRATIVE OFFICER, ITEMS 20 AND  
17 21.

18

19 **SUP. YAROSLAVSKY, CHAIRMAN:** MOLINA MOVES, KNABE SECONDS.  
20 UNANIMOUS VOTE.

21

22 **CLERK SACHI HAMAI:** AUDITOR- CONTROLLER, ITEM 22.

23

24 **SUP. YAROSLAVSKY, CHAIRMAN:** KNABE MOVES, BURKE SECONDS.  
25 UNANIMOUS VOTE.



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1

2 **CLERK SACHI HAMAI:** BEACHES AND HARBORS, ITEM 23 THROUGH ITEM  
3 26.

4

5 **SUP. YAROSLAVSKY, CHAIRMAN:** BURKE MOVES, KNABE SECONDS.  
6 UNANIMOUS VOTE.

7

8 **CLERK SACHI HAMAI:** CHIEF INFORMATION OFFICE, ITEM 27.

9

10 **SUP. YAROSLAVSKY, CHAIRMAN:** MOLINA MOVES, KNABE SECONDS.  
11 UNANIMOUS VOTE.

12

13 **CLERK SACHI HAMAI:** CHILD SUPPORT SERVICES, ITEM 28.

14

15 **SUP. YAROSLAVSKY, CHAIRMAN:** BURKE MOVES, KNABE SECONDS.  
16 UNANIMOUS VOTE.

17

18 **CLERK SACHI HAMAI:** CHILDREN AND FAMILY SERVICES, ITEMS 29 AND  
19 30.

20

21 **SUP. YAROSLAVSKY, CHAIRMAN:** KNABE MOVES, MOLINA SECONDS.  
22 UNANIMOUS VOTE.

23

24 **CLERK SACHI HAMAI:** CHILDREN'S PLANNING COUNCIL, ON ITEM 31,  
25 THE CHIEF EXECUTIVE OFFICER OF THE CHILDREN'S PLANNING COUNCIL



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1 REQUESTS THAT THIS ITEM BE CONTINUED ONE WEEK TO JUNE 26TH,  
2 2007.

3

4 **SUP. YAROSLAVSKY, CHAIRMAN:** WITHOUT OBJECTION, THAT WILL BE  
5 THE ORDER.

6

7 **CLERK SACHI HAMAI:** COUNTY COUNSEL, ITEMS 32 THROUGH 34. ON  
8 ITEM 34, THERE'S A REQUEST FROM A MEMBER OF THE PUBLIC TO HOLD  
9 THIS ITEM.

10

11 **SUP. YAROSLAVSKY, CHAIRMAN:** ON THE REMAINDER, BURKE MOVES,  
12 KNABE SECONDS. UNANIMOUS VOTE.

13

14 **CLERK SACHI HAMAI:** DISTRICT ATTORNEY, ITEMS 35 AND 36. ON ITEM  
15 36, THERE'S A REQUEST FROM A MEMBER OF THE PUBLIC TO HOLD THIS  
16 ITEM. 35 IS BEFORE YOU.

17

18 **SUP. YAROSLAVSKY, CHAIRMAN:** ON WHICH ITEM IS THERE A REQUEST?

19

20 **CLERK SACHI HAMAI:** 36. AND 35 IS BEFORE YOU.

21

22 **SUP. YAROSLAVSKY, CHAIRMAN:** KNABE MOVES, BURKE SECONDS.  
23 UNANIMOUS VOTE.

24



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1 **CLERK SACHI HAMAI:** FIRE DEPARTMENT, ITEMS 37 AND 38. ON ITEM  
2 37, THERE'S A REQUEST FROM A MEMBER OF THE PUBLIC TO HOLD THIS  
3 ITEM. 37. 38 IS BEFORE YOU.

4

5 **SUP. YAROSLAVSKY, CHAIRMAN:** ON 38, MR. KNABE MOVES, MOLINA  
6 SECONDS. UNANIMOUS VOTE.

7

8 **CLERK SACHI HAMAI:** HEALTH SERVICES, ITEMS 39 THROUGH 51. ON  
9 ITEM 40, AS INDICATED ON THE SUPPLEMENTAL AGENDA, THE DIRECTOR  
10 OF HEALTH SERVICES REQUESTS THAT THIS ITEM BE CONTINUED ONE  
11 WEEK TO JUNE 26TH, 2007.

12

13 **SUP. YAROSLAVSKY, CHAIRMAN:** WITHOUT OBJECTION, THAT WILL BE  
14 THE ORDER.

15

16 **CLERK SACHI HAMAI:** THE REMAINING ITEMS ARE BEFORE YOU.

17

18 **SUP. YAROSLAVSKY, CHAIRMAN:** MOLINA MOVES, KNABE SECONDS.  
19 UNANIMOUS VOTE.

20

21 **CLERK SACHI HAMAI:** ON PAGE 29, HUMAN RESOURCES, ITEM 52.

22

23 **SUP. YAROSLAVSKY, CHAIRMAN:** BURKE MOVES, MOLINA SECONDS.  
24 UNANIMOUS VOTE.

25



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1 **CLERK SACHI HAMAI:** MENTAL HEALTH, ITEMS 53 THROUGH 56.

2

3 **SUP. YAROSLAVSKY, CHAIRMAN:** MOLINA MOVES, KNABE SECONDS.

4 UNANIMOUS VOTE.

5

6 **CLERK SACHI HAMAI:** PARKS AND RECREATION, ITEM 57.

7

8 **SUP. YAROSLAVSKY, CHAIRMAN:** KNABE MOVES, MOLINA SECONDS.

9 UNANIMOUS VOTE.

10

11 **CLERK SACHI HAMAI:** PUBLIC HEALTH, ITEMS 58 THROUGH 65. ON ITEM  
12 59, AS INDICATED ON THE SUPPLEMENTAL AGENDA, THE DIRECTOR OF  
13 PUBLIC HEALTH REQUESTS THAT THIS ITEM BE CONTINUED ONE WEEK TO  
14 JUNE 26TH, 2007. THE REMAINING ITEMS ARE BEFORE YOU.

15

16 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY. 59 WILL BE CONTINUED UNTIL  
17 JUNE 26TH AND, ON THE REMAINDER, MOLINA MOVES, KNABE SECONDS.

18 UNANIMOUS VOTE.

19

20 **CLERK SACHI HAMAI:** LET'S SEE. WE'RE ON PAGE 35, PUBLIC SOCIAL  
21 SERVICES, ITEM 66.

22

23 **SUP. YAROSLAVSKY, CHAIRMAN:** BURKE MOVES, MOLINA SECONDS.

24 UNANIMOUS VOTE.

25



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1 **CLERK SACHI HAMAI:** PUBLIC WORKS, ITEMS 67 THROUGH 100. ON ITEM  
2 73, THE DIRECTOR OF PUBLIC WORKS REQUESTS THAT THIS ITEM BE  
3 CONTINUED ONE WEEK TO JUNE 26TH, 2007. AND, ON ITEM 100, THE  
4 DIRECTOR OF PUBLIC WORKS REQUESTS THAT TRACT NUMBER 46277-01  
5 BE CONTINUED ONE WEEK TO JUNE 26TH, 2007.

6

7 **SUP. YAROSLAVSKY, CHAIRMAN:** WHICH ITEM IS THAT?

8

9 **CLERK SACHI HAMAI:** 100. SO HE WANTS TO CONTINUE TRACT NUMBER  
10 46277-01. AND BEFORE YOUR BOARD IS TRACT NUMBER 60726 AS WELL  
11 AS THE REMAINDER OF THE ITEMS.

12

13 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY.

14

15 **CLERK SACHI HAMAI:** THAT'S ITEM 100.

16

17 **SUP. YAROSLAVSKY, CHAIRMAN:** ON THE REMAINDER, BURKE MOVES,  
18 KNABE SECONDS. UNANIMOUS VOTE.

19

20 **CLERK SACHI HAMAI:** OKAY. WE ARE ON PAGE 48, REGISTRAR-  
21 RECORDER/COUNTY CLERK, ITEMS 101 THROUGH 102. ON ITEM 102,  
22 SUPERVISOR MOLINA VOTES "NO" ON THIS ITEM.

23

24 **SUP. MOLINA:** I'D LIKE TO CHANGE THAT. I'D LIKE TO HOLD THAT  
25 ITEM.



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1

2 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY. THAT ITEM WILL BE HELD.

3

4 **CLERK SACHI HAMAI:** AND SO ITEM 101 IS BEFORE YOU.

5

6 **SUP. YAROSLAVSKY, CHAIRMAN:** ANTONOVICH MOVES, BURKE SECONDS,  
7 UNANIMOUS...

8

9 **C.A.O. JANSSEN:** MR. CHAIR, BEFORE YOU DO THAT, I'M NOT SURE  
10 YOU WANT TO DO-- 101 IS THE SECRETARY OF STATE REGISTRAR. YOU  
11 MAY WANT TO HOLD THAT.

12

13 **SUP. YAROSLAVSKY, CHAIRMAN:** OH, YES, WE DEFINITELY WANT TO  
14 HOLD THAT. SO WE WILL HOLD BOTH OF THEM.

15

16 **CLERK SACHI HAMAI:** SO WE WILL HOLD BOTH ITEMS. SHERIFF, ITEMS  
17 103 THROUGH 108.

18

19 **SUP. YAROSLAVSKY, CHAIRMAN:** ANTONOVICH MOVES, KNABE SECONDS.  
20 UNANIMOUS VOTE.

21

22 **CLERK SACHI HAMAI:** MISCELLANEOUS COMMUNICATIONS, ITEMS 109  
23 THROUGH 110.

24



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1 **SUP. YAROSLAVSKY, CHAIRMAN:** MOLINA MOVES, KNABE SECONDS.  
2 UNANIMOUS VOTE.

3

4 **CLERK SACHI HAMAI:** ORDINANCE FOR INTRODUCTION, ITEM 111, AND  
5 I'LL READ THE SHORT TITLE IN FOR THE RECORD. THIS IS AN  
6 ORDINANCE AMENDING TITLE 4, REVENUE AND FINANCE OF THE LOS  
7 ANGELES COUNTY CODE RELATING TO CHAPTER 4.50 REWARD FOR  
8 INFORMATION ON CRIMES.

9

10 **SUP. YAROSLAVSKY, CHAIRMAN:** ALL RIGHT. ANTONOVICH MOVES, BURKE  
11 SECONDS. UNANIMOUS VOTE.

12

13 **CLERK SACHI HAMAI:** ORDINANCES FOR ADOPTION, ITEMS 112 THROUGH  
14 114.

15

16 **SUP. YAROSLAVSKY, CHAIRMAN:** BURKE MOVES, KNABE SECONDS.  
17 UNANIMOUS VOTE.

18

19 **CLERK SACHI HAMAI:** PUBLIC HEARING, ITEM 115, AND WE WILL HOLD  
20 THIS ITEM FOR THE PUBLIC HEARING. MISCELLANEOUS, ADDITIONS TO  
21 THE AGENDA REQUESTED BY BOARD MEMBERS AND THE CHIEF  
22 ADMINISTRATIVE OFFICER, WHICH WERE POSTED MORE THAN 72 HOURS  
23 IN ADVANCE OF THE MEETING, AS INDICATED ON THE GREEN  
24 SUPPLEMENTAL AGENDA. ITEM 116-A.

25



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1 **SUP. YAROSLAVSKY, CHAIRMAN:** I'LL MOVE IT. BURKE SECONDS.

2 WITHOUT OBJECTION, UNANIMOUS VOTE.

3

4 **CLERK SACHI HAMAI:** 116-B.

5

6 **SUP. YAROSLAVSKY, CHAIRMAN:** ANTONOVICH MOVES, MOLINA SECONDS.

7 UNANIMOUS VOTE.

8

9 **CLERK SACHI HAMAI:** ON ITEM 116-C, WE WILL HOLD THIS FOR A  
10 REPORT. ON ITEM 116-D, WE WILL HOLD THIS FOR PUBLIC HEARING.

11 ITEM 116-E.

12

13 **SUP. YAROSLAVSKY, CHAIRMAN:** BURKE MOVES, ANTONOVICH SECONDS.

14 UNANIMOUS VOTE.

15

16 **CLERK SACHI HAMAI:** ITEM 116-F.

17

18 **SUP. YAROSLAVSKY, CHAIRMAN:** BURKE MOVES, ANTONOVICH SECONDS.

19 UNANIMOUS VOTE.

20

21 **CLERK SACHI HAMAI:** THAT COMPLETES THE READING OF THE AGENDA.

22 BOARD OF SUPERVISORS' SPECIAL ITEMS BEGIN WITH SUPERVISORIAL

23 DISTRICT NUMBER 3.

24



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1 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY. I HAVE SEVERAL PRESENTATIONS  
2 THIS MORNING. FIRST, LET ME INTRODUCE THE L.A. COUNTY STARS  
3 FOR JUNE 2007. IT'S A PLEASURE TO INTRODUCE THE L.A. COUNTY  
4 STARS IN THE CATEGORY OF SERVICE EXCELLENCE. PLEASE WELCOME  
5 THE HEALTHY LIVING GROUPS TEAM FROM THE DEPARTMENT OF MENTAL  
6 HEALTH. THE TEAM COMPRISED OF LETICIA GUZMAN SOYDAN AND DR.  
7 SANDIA PANGALURI, DONNIE YU, JEFF JOHNSON, DWAYNE CLEMENTS,  
8 YUNG PEARL, MIMI GERVASCO, LOUIS AROSCO AND DEBORAH SUFWENTEZ  
9 HERNANDEZ IMPLEMENTED A PROGRAM TO FOCUS ON QUALITY CARE TO  
10 CONSUMERS. THE TEAM, COGNIZANT OF THE NEEDS OF THEIR  
11 ETHNICALLY DIVERSE CLIENTELE, STARTED A SPANISH SPEAKING GROUP  
12 AND, RECOGNIZING THE IMPORTANCE OF THE VALUE OF THIS PROGRAM  
13 TO SPECIFIC DIAGNOSTIC GROUPS, THEY ALSO STARTED A GROUP FOR  
14 CONSUMERS WITH CO-OCCURRING DISORDERS. ADDITIONALLY, THE TEAM  
15 VOLUNTEERED TO PARTICIPATE IN THE DATA COLLECTION PROCESS OF A  
16 QUALITY IMPROVEMENT INITIATIVE TO MONITOR OUTCOMES, DATA  
17 RELATED TO HEALTH SATISFACTION AND BODY MASS INDEX.  
18 PRELIMINARY RESULTS INDICATE THAT THE CONSUMERS WHO  
19 PARTICIPATED-- SHHH-- PARTICIPATED IN HEALTHY LIVING GROUPS  
20 SHOWED AN INCREASE IN HEALTH SATISFACTION AND MAINTAINED BODY  
21 MASS INDEX AT THE BASELINE LEVEL. FAMILIES SHARED STORIES THAT  
22 CONSUMERS HAD A MORE POSITIVE ATTITUDE, WERE MORE AWARE OF  
23 HEALTHY LIFESTYLES, STARTED READING NUTRITION FACTS ON FOODS  
24 PURCHASED TO MAKE THE RIGHT CHOICE AND WERE MORE SATISFIED  
25 AFTER ATTENDING THE HEALTH LIVING GROUPS. CONGRATULATIONS TO



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1 THE HEALTHY LIVING GROUPS TEAM FROM THE DEPARTMENT OF MENTAL  
2 HEALTH. GIVE THEM A HAND. [ APPLAUSE ]

3

4 **SUP. YAROSLAVSKY, CHAIRMAN:** THE NEXT RECIPIENT IS FROM THE  
5 CATEGORY OF ORGANIZATIONAL EFFECTIVENESS. PLEASE WELCOME  
6 PATRICIA ALEXANDER, A PUBLIC HEALTH NURSE FROM THE DEPARTMENT  
7 OF PUBLIC HEALTH. MS. ALEXANDER HAS WORKED AS A COMMUNITY  
8 LIAISON FOR OVER FOUR YEARS. IN THIS ROLE, SHE HAS LEARNED THE  
9 IMPORTANCE OF WORKING WITH COMMUNITY PARTNERS TO ASSESS  
10 COMMUNITY NEEDS, OFFER ASSISTANCE IN NAVIGATING THE COUNTY  
11 SYSTEM AND BUILDING PARTNERSHIPS TO ENSURE OPTIMUM HEALTH AND  
12 WELLBEING FOR THE COMMUNITY AT LARGE. UTILIZING HER KNOWLEDGE  
13 IN NURSING SKILLS, SHE'S BEEN ABLE TO BUILD BRIDGES BETWEEN  
14 PUBLIC HEALTH NURSES, AREA HEALTH OFFICE STAFF, PUBLIC HEALTH  
15 PROGRAM STAFF AND THE COMMUNITY. MS. ANDERSON[SIC] USES HER  
16 KNOWLEDGE AND NETWORKING ABILITY TO ENSURE HER PATIENTS ARE  
17 RECEIVING THE BEST AVAILABLE HEALTHCARE. TO QUOTE HER, "EACH  
18 PERSON AND EACH IDEA SHOULD BE HEARD AND UTILIZED WHEN COMING  
19 TOGETHER FOR THE COMMON GOOD OF THE CLIENT." CONGRATULATIONS  
20 TO PATRICIA ALEXANDER, PUBLIC HEALTH NURSE IN THE DEPARTMENT  
21 OF PUBLIC HEALTH. [ APPLAUSE ]

22

23 **SUP. YAROSLAVSKY, CHAIRMAN:** NEXT, I'D LIKE TO ASK SPECIAL  
24 AGENT, F.B.I. SPECIAL AGENT, KRISTINE BEARDSLEY, TO COME  
25 FORWARD. ALONG WITH JAN FERDARCIC, SPECIAL AGENT IN CHARGE,



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1 AND DR. JONATHAN FIELDING, THE DIRECTOR OF THE DEPARTMENT OF  
2 PUBLIC HEALTH, WHO HAS JOINED ME. WE'RE PRESENTING THIS  
3 PROCLAMATION TO KRISTINE BEARDSLEY, WHO IS A SPECIAL AGENT IN  
4 THE LOS ANGELES FIELD OFFICE OF THE FEDERAL BUREAU OF  
5 INVESTIGATION. SHE HAS SERVED AS WEAPONS OF MASS DESTRUCTION  
6 COORDINATOR SINCE APRIL OF 2004. SHE HAS BEEN RESPONSIBLE FOR  
7 IMPROVING THE LOS ANGELES REGION'S CAPABILITIES TO IDENTIFY  
8 AND PREVENT AND RESPOND TO TERRORISM THREATS. TERRORISM CAN  
9 INCLUDE THE USE OF BIOLOGICAL AGENTS AND SPECIAL AGENT  
10 BEARDSLEY RECOGNIZED THAT EFFECTIVE PREPAREDNESS AND RESPONSE  
11 TO BIOLOGICAL TERRORISM REQUIRES A CLOSE COLLABORATION WITH  
12 PUBLIC HEALTH OFFICIALS. SHE WAS INSTRUMENTAL IN THE  
13 DEVELOPMENT OF A MEMORANDUM OF UNDERSTANDING BETWEEN THE LOS  
14 ANGELES COUNTY DEPARTMENT OF PUBLIC HEALTH, THE LOS ANGELES  
15 COUNTY SHERIFF AND THE LOS ANGELES FIELD OFFICE OF THE F.B.I.  
16 THAT GOVERNS HOW LAW ENFORCEMENT AND PUBLIC HEALTH JOINTLY  
17 INVESTIGATES SUSPECTED ACTS OF BIOTERRORISM. IN MARCH OF THIS  
18 YEAR, THE DEPARTMENT OF PUBLIC HEALTH AND THE F.B.I. CONDUCTED  
19 A FIRST OF ITS KIND FULL SCALE JOINT INVESTIGATION EXERCISE,  
20 SPEARHEADED BY SPECIAL AGENT BEARDSLEY AND HER PUBLIC HEALTH  
21 COUNTERPART. NOW THEREFORE BE IT RESOLVED BY THE BOARD OF  
22 SUPERVISORS OF THE COUNTY OF LOS ANGELES THAT SPECIAL AGENT  
23 KRISTINE A. BEARDSLEY IS HEREBY COMMENDED FOR HER EFFORTS TO  
24 PROTECT AND IMPROVE THE LIVES OF THE COUNTY'S RESIDENTS AND IS  
25 EXTENDED BEST WISHES FOR GREAT SUCCESS IN HER NEW ROLE AS



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1 SUPERVISORY SPECIAL AGENT IN THE WEAPONS OF MASS DESTRUCTION  
2 DIRECTORATE AT F.B.I. HEADQUARTERS IN WASHINGTON, D.C. I'M  
3 SURE IT MAKES YOU FEEL YOUNG TO KNOW THAT, WHEN YOU TRAINED  
4 FOR THIS, NONE OF THESE POSITIONS EXISTED, NOT TO MENTION THIS  
5 LEXICON BUT WE REALLY APPRECIATE YOUR GREAT WORK FOR OUR  
6 NATION BUT, BEING A LITTLE PAROCHIAL, WE ALSO APPRECIATE THE  
7 CLOSE RELATIONSHIP YOU HAVE WITH OUR COUNTY DEPARTMENT OF  
8 PUBLIC HEALTH. COME ON UP HERE AND LET ME PRESENT YOU WITH  
9 THIS PROCLAMATION. [ APPLAUSE ]

10

11 **SUP. YAROSLAVSKY, CHAIRMAN:** LET ME INTRODUCE JAN FERDARCIC,  
12 WHO'S A SPECIAL AGENT IN CHARGE, TO SAY A COUPLE OF WORDS.

13

14 **JAN FERDARCIC:** I'D JUST LIKE TO THANK KRIS. THIS IS QUITE AN  
15 HONOR ON BEHALF OF THE F.B.I. TO RECEIVE THIS AND KRIS'  
16 EFFORT, SINCE SHE WAS APPOINTED AS OUR WEAPONS OF MASS  
17 DESTRUCTION COORDINATOR IN APRIL 2004, HAVE CONTINUED TO YIELD  
18 AND STRENGTHEN THE RELATIONSHIPS BETWEEN THE F.B.I. AND THE  
19 L.A. COUNTY PUBLIC HEALTH DEPARTMENT. AND, ON BEHALF OF THE  
20 F.B.I., I JUST AGAIN WANT TO THANK KRIS AND WISH HER WELL ON  
21 HER FUTURE JOURNEY TO F.B.I. HEADQUARTERS. [ APPLAUSE ]

22

23 **DR. JONATHAN FIELDING:** WE ARE, IN LOS ANGELES, BETTER  
24 PROTECTED NOW BECAUSE OF THE VERY CLOSE RELATIONSHIP THAT WE  
25 HAVE IN PUBLIC HEALTH WITH THE F.B.I. AND NOBODY-- OF COURSE,



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1 IT ALWAYS STARTS AT THE TOP AND STEVE TIDWELL, WHO IS THE  
2 ASSISTANT DIRECTOR, HAS BEEN VERY, VERY SUPPORTIVE. JAN  
3 FERDARCIC HAS BEEN EXTREMELY SUPPORTIVE, MARK MORGAN, BUT THE  
4 REAL HARD WORK, THE DAY-TO-DAY WORK, HAS BEEN KRIS BEARDSLEY  
5 AND SHE'S BEEN A WONDERFUL LIAISON WITH US. WE'VE WORKED  
6 TOGETHER VERY, VERY CLOSELY AND IT'S CHANGED RELATIONSHIPS IN  
7 WAYS THAT WE COULDN'T HAVE IMAGINED BEFORE. SO I THINK  
8 EVERYBODY IN THE COUNTY OWES A DEBT OF GRATITUDE TO KRIS  
9 BEARDSLEY. THANK YOU. [ APPLAUSE ]

10

11 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY. NEXT, I'D LIKE TO CALL UP  
12 TONY BRASSWELL, CO-CHAIR OF THE H.I.V. COMMISSION, DR.  
13 JONATHAN FIELDING AGAIN, CRAIG VINCENT JONES, WHO IS THE  
14 EXECUTIVE DIRECTOR OF THE H.I.V. COMMISSION, ROBIN TOMA,  
15 EXECUTIVE DIRECTOR OF THE HUMAN RELATIONS COMMISSION TO JOIN  
16 ME IN MAKING THE PRESENTATIONS FOR L.G.B.T. PRIDE MONTH, JUNE  
17 2007, HERE IN THE COUNTY OF LOS ANGELES. JUST MAKE A COUPLE  
18 BRIEF REMARKS WHILE THEY'RE COMING UP. THE CHRISTOPHER STREET  
19 WEST CELEBRATION BEGAN IN 1976 AND IS AN ANNUAL CELEBRATION IN  
20 JUNE WHICH DRAWS OVER 100,000 PARTICIPANTS, MAKING IT ONE OF  
21 THE LARGEST PRIDE FESTIVALS IN THE ENTIRE WORLD. "AT THE  
22 BEACH", ONE OF THE FESTIVALS, DRAWS OVER 10,000 PEOPLE  
23 ANNUALLY AND IS RECOGNIZED AS THE LARGEST PRIDE CELEBRATION  
24 FOR PEOPLE OF COLOR IN THE COUNTRY. "LONG BEACH PRIDE" WAS  
25 FORMED IN 1983 IN RECOGNITION OF THE SIGNIFICANT LONG BEACH



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1 LESBIAN AND GAY COMMUNITY. THE "L.A. VALLEY PRIDE" IS  
2 DEDICATED TO THE PRINCIPLES OF RESPECT, COMMUNITY AND UNITY  
3 AND THIS YEAR'S PRIDE EVENT RECOGNIZES THE ACHIEVEMENTS OF  
4 L.G.B.T. PEOPLE IN THE SAN FERNANDO VALLEY ANNUALLY. "LATIN  
5 PRIDE" HOLDS ITS FESTIVAL IN SEPTEMBER IN DOWNTOWN LOS ANGELES  
6 AND SERVES AS THE OFFICIAL KICKOFF FESTIVAL FOR THE CITY OF  
7 LOS ANGELES HISPANIC HERITAGE MONTH. AND THE "SAN GABRIEL  
8 VALLEY PRIDE", FORMERLY KNOWN AS PASADENA PRIDE, HOLDS ITS  
9 CELEBRATION IN SEPTEMBER, AS WELL, IN PASADENA. "TRANSUNITY  
10 PRIDE" RECOGNIZES THE ACHIEVEMENTS AND CONTRIBUTIONS OF  
11 TRANSGENDERED INDIVIDUALS THROUGHOUT LOS ANGELES COUNTY AND,  
12 TODAY, WE'RE DECLARING JUNE 2007 AS LESBIAN, GAY, BISEXUAL AND  
13 TRANSGENDERED PRIDE MONTH IN LOS ANGELES COUNTY. THE  
14 SIGNIFICANCE OF THIS MONTH, AS MANY KNOW, DATES BACK TO THE  
15 STONEWALL REBELLION OF JUNE 1969 IN NEW YORK CITY, WHICH  
16 FOREVER CHANGED THE COURSE OF HOW LESBIANS, GAY MEN, BISEXUAL  
17 AND TRANSGENDER PERSONS ARE TREATED AND HOW THEY SEE  
18 THEMSELVES IN OUR SOCIETY. STONEWALL LAUNCHED A MODERN DAY  
19 INTERNATIONAL GAY AND LESBIAN CIVIL RIGHTS MOVEMENT, LEADING  
20 TO THE CREATION OF SUBSEQUENT GAY LIBERATION MOVEMENTS IN NEW  
21 YORK, BERKELEY, SAN FRANCISCO, SAN JOSE AND NOTABLY LOS  
22 ANGELES BY THE END OF THAT SUMMER. EVERY JUNE IS L.G.B.T.  
23 PRIDE MONTH. WE JOIN MANY ORGANIZATIONS IN RECOGNITION OF THE  
24 L.G.B.T. COMMUNITY AND THEIR CONTRIBUTIONS TO OUR SOCIETY,  
25 INCLUDING GOVERNMENT, POLITICS, BUSINESS, ACADEMIA, SCIENCE,



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1 ART, I WOULD ADD LAW ENFORCEMENT AND EVERY OTHER ECONOMIC,  
2 CULTURAL AND SOCIAL ARENA. IT WAS QUITE SOMETHING TO SEE THE  
3 L.A.P.D. HUMMER IN THE GAY PRIDE PARADE THIS YEAR WITH A IN-  
4 UNIFORM L.A.P.D. OFFICER HOLDING THE FLAG, THE L.G.B.T. FLAG.  
5 I WAS AMAZED BECAUSE IT WASN'T TOO MANY YEARS AGO THAT THERE  
6 WERE L.A.P.D. OFFICERS UNDER COVER TAKING PICTURES OF  
7 PARTICIPANTS IN THE PARADE. SO THINGS DO CHANGE. MANY OF THE  
8 PARTICIPANTS ARE MEMBERS OF THE COUNTY-- MANY OF THE L.G.B.T.  
9 COMMUNITY ARE PARTICIPANTS IN THE COUNTY WORKFORCE AND WE  
10 CELEBRATE THEIR ACCOMPLISHMENTS IN PUBLIC SERVICE. I WANT TO  
11 CONGRATULATE ALL THE FINE ORGANIZATIONS WHO ARE A PART OF  
12 L.G.B.T. MONTH FOR THEIR ADVOCACY THROUGHOUT THE YEAR ON  
13 BEHALF OF THE L.G.B.T. COMMUNITY. AND NOW I'D LIKE TO ASK DR.  
14 FIELDING OF THE DEPARTMENT OF PUBLIC HEALTH, TONY BRASSWELL,  
15 THE CO-CHAIR OF THE H.I.V. COMMISSION, AND RODNEY SCOTT FROM  
16 THE CHRISTOPHER STREET WEST TO MAKE SOME BRIEF REMARKS AND  
17 THEN I WANT TO PRESENT THESE PROCLAMATIONS.

18

19 **ROBIN TOMA:** THANK YOU, CHAIRMAN YAROSLAVSKY AND MEMBERS OF THE  
20 BOARD. THIS IS A REALLY IMPORTANT MOMENT IN RECOGNITION FOR  
21 THIS COMMUNITY. AT THE HUMAN RELATIONS COMMISSION, WE LOOK AT  
22 HATE CRIMES EVERY YEAR AND, MUCH TO OUR DISMAY, EVERY YEAR, WE  
23 SEE THAT GAYS AND LESBIANS ARE THE GROUP MOST TARGETED FOR  
24 HATE CRIME IN THIS COUNTY AFTER AFRICAN-AMERICANS. WE ALSO  
25 KNOW THAT THERE ARE THE KIND HATE CRIME THAT OCCURS AGAINST



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1 THEM IS THE MOST VIOLENT. WE KNOW THAT, IN SCHOOLS EVERY DAY,  
2 CHILDREN AND YOUNG PEOPLE WHO ARE GAY AND LESBIAN AND  
3 TRANSGENDER FACE HARASSMENT AND RIDICULE AND ATTACKS SIMPLY  
4 FOR BEING WHO THEY ARE, SOMETIMES FROM THEIR FRIENDS AND  
5 PARENTS. WE KNOW THAT THERE'S A MUCH HIGHER RATE OF SUICIDE  
6 FOR GAY AND LESBIAN YOUTH. ALL OF THIS IS BECAUSE WE STILL  
7 LIVE IN A WORLD WHERE BEING WHO YOU ARE, BEING GAY AND  
8 LESBIAN, TRANSGENDER, BISEXUAL, THAT YOU FACE INCREDIBLE  
9 OBSTACLES. SO IT'S SO IMPORTANT THAT THIS KIND OF RECOGNITION  
10 PUTS SOMETHING ON THE OTHER SIDE OF THE SCALE. IT LETS PEOPLE  
11 KNOW THAT THEY CAN BE PROUD OF WHO THEY ARE AND WE NEED TO DO  
12 THAT TO CONTINUE TO TEACH ALL OF OURSELVES THAT WE CAN'T  
13 DISCRIMINATE AGAINST PEOPLE BECAUSE OF THEIR SEXUAL  
14 ORIENTATION OR GENDER ORIENTATION. SO, AGAIN, MUCH THANKS TO  
15 THE BOARD. THIS ACTUALLY IS SOMETHING THAT, IN MANY WAYS,  
16 SAVES LIVES. THANK YOU.

17

18 **DR. JONATHON FIELDING:** I WANT TO ADD MY THANKS TO THE BOARD  
19 FOR RECOGNIZING THIS WEEK-- THERE ARE MANY HEALTH PROBLEMS--  
20 THERE ARE NO PROBLEMS THAT ARE ALONE IN THIS COMMUNITY BUT  
21 THERE ARE HEALTH PROBLEMS WHERE THIS COMMUNITY IS  
22 DISPROPORTIONATELY AFFECTED, AND WHETHER IT'S H.I.V., WHETHER  
23 IT'S METHAMPHETAMINE, EVEN THE HIGHEST RATE OF SMOKING SO WE  
24 NEED TO WORK CLOSELY WITH THIS COMMUNITY AND WE APPRECIATE



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1 THEIR COOPERATION AND THEIR LEADERSHIP IN TRYING TO HELP US  
2 ADDRESS THIS SERIOUS SET OF PUBLIC HEALTH PROBLEMS. THANK YOU.

3

4 **SUP. YAROSLAVSKY, CHAIRMAN:** I'D LIKE TO-- WHO IS ACCEPTING?  
5 FIRST OF ALL, CHRISTOPHER STREET WEST. LET ME PRESENT THIS  
6 PROCLAMATION TO YOU. AT THE BEACH. YOU'RE ACCEPTING ON BEHALF  
7 OF AT THE BEACH. LONG BEACH PRIDE. LOS ANGELES VALLEY PRIDE.  
8 LATIN PRIDE. SAN GABRIEL VALLEY PRIDE. HE'S THE VALLEY MAN.  
9 TRANSUNITY PRIDE. AND THE COMMISSION ON H.I.V. AND, FINALLY,  
10 HUMAN RELATIONS COMMISSION. ALL RIGHT. THANK YOU ALL VERY  
11 MUCH. LET'S GIVE THEM ALL A HAND. [ APPLAUSE ]

12

13 **SUP. YAROSLAVSKY, CHAIRMAN:** AND I HAVE ONE MORE PRESENTATION.  
14 AT THIS TIME, I'M GOING TO ASK DAVE LAMBERTSON FROM THE I.S.D.  
15 DEPARTMENT, INTERNAL SERVICES DEPARTMENT, TO JOIN US AS WELL  
16 AS PATRICIA PLOEHN FROM OUR DEPARTMENT OF CHILDREN AND FAMILY  
17 SERVICES. WE'RE PLEASED THIS MORNING TO RECOGNIZE SIX YOUNG  
18 PEOPLE WHO ARE GRADUATING FROM THE INTERNAL SERVICES  
19 DEPARTMENT YOUTH CAREER DEVELOPMENT PROGRAM. THE PROGRAM  
20 PARTICIPANTS ARE SELECTED FROM A POOL OF EMANCIPATED FOSTER  
21 YOUTH. THE PARTICIPANTS ARE OFFERED TRAINING AND WORK  
22 EXPERIENCE IN A WIDE VARIETY OF JOB AREAS, INCLUDING BUILDING  
23 CRAFTS, TELECOMMUNICATIONS, PROCUREMENT, ACCOUNTING AND  
24 ADMINISTRATIVE ASSISTANTS. ALSO, THEY RECEIVE TRAINING IN THE  
25 AREAS OF LIFE SKILLS, CRITICAL THINKING AND PROBLEM-SOLVING,



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1 BUSINESS ETHICS AS WELL AS COMMUNICATION TECHNIQUES. THEY ARE  
2 ENCOURAGED TO TAKE SUPPLEMENTAL COLLEGE AND TECHNICAL COURSES.  
3 IN ADDITION TO THEIR MANAGER, EACH INDIVIDUAL IS PAIRED WITH A  
4 VOLUNTEER I.S.D. MENTOR WHO PROVIDES ONGOING SUPPORT,  
5 ENCOURAGEMENT AND GUIDANCE THROUGHOUT THE YEAR. SINCE THE  
6 INCEPTION OF THE Y.C.D.P. IN 2000, 56 PARTICIPANTS HAVE  
7 GRADUATED FROM THE PROGRAM. THIS YEAR, SIX INTERNS COMPLETED  
8 THE PROGRAM, SUCCESSFULLY PASSED COUNTY EXAMS AND HAVE BEEN  
9 OFFERED FULL-TIME EMPLOYMENT BY INTERNAL SERVICES-- THE  
10 INTERNAL SERVICES DEPARTMENT. I WOULD NOW LIKE TO INTRODUCE  
11 THE 2007 YOUTH CAREER DEVELOPMENT PROGRAM GRADUATING CLASS AND  
12 THEIR MENTORS. FIRST, JAMAL BASSETT. JAMAL IS A-- GIVE HIM A  
13 HAND. GIVE HIM A HAND. [ APPLAUSE ]

14

15 **SUP. YAROSLAVSKY, CHAIRMAN:** JAMAL IS A SIGN ENGRAVING MACHINE  
16 OPERATOR FOR FACILITY OPERATIONS SERVICES. HE HAS COMPLETED 45  
17 UNITS AT WESTWOOD COLLEGE AND IS WORKING TOWARDS HAVING A  
18 CAREER IN COMPUTER NETWORK MANAGEMENT. JAMAL ENJOYS SPORTS AND  
19 PLAYING BASKETBALL WITH HIS FRIENDS. HIS MENTOR IS BILL  
20 HURTADO. BILL? [ APPLAUSE ]

21

22 **SUP. YAROSLAVSKY, CHAIRMAN:** NEXT IS -- IS IT DECU? PRINCE  
23 DECU. PRINCE IS CONSTRUCTION AND REPAIR-- GIVE HIM A HAND. [  
24 APPLAUSE ]

25



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1 **SUP. YAROSLAVSKY, CHAIRMAN:** YOU GIVE YOURSELF A HAND, TOO,  
2 PRINCE. IT'S OKAY. YOU EARNED IT. PRINCE IS A CONSTRUCTION AND  
3 REPAIR LABORER FOR FACILITIES OPERATIONS SERVICE IN DISTRICT  
4 2. HE HAS ATTENDED CONSTRUCTION CLASSES AT THE ABRAM FRIEDMAN  
5 OCCUPATIONAL CENTER AND IS WORKING TOWARD BECOMING AN  
6 ELECTRICIAN. PRINCE IS INTERESTED IN REAL ESTATE BUT HIS  
7 FAVORITE PURSUIT IS IN MUSIC AND HE HOPES ONE DAY TO BE A  
8 MUSIC PRODUCER. HIS MENTOR IS RICARDO MEDURO. [ APPLAUSE ]

9

10 **SUP. YAROSLAVSKY, CHAIRMAN:** NEXT IS RACHEL GOULD. [ APPLAUSE ]

11

12 **SUP. YAROSLAVSKY, CHAIRMAN:** RACHEL IS AN INTERMEDIATE CLERK  
13 ASSIGNED TO THE PURCHASING AND CONTRACTS DIVISION. SHE'S  
14 ATTENDING PASADENA CITY COLLEGE AND HER EDUCATIONAL GOAL IS A  
15 DEGREE IN MUSIC. SHE'S A MEMBER OF THE MODERN BUILDING  
16 COMMITTEE FOR THE L.A. CONSERVANCY AND HAS PLAYED THE PIANO  
17 FOR 10 YEARS. HER MENTOR IS SONYA DE LA PENA. [ APPLAUSE ]

18

19 **SUP. YAROSLAVSKY, CHAIRMAN:** THERE YOU GO. HER FAVORITE  
20 COMPOSER IS BACH. IT'S NOT EASY TO PLAY BACH ON THE PIANO.  
21 NIDIA HERNANDEZ. [ APPLAUSE ]

22

23 **SUP. YAROSLAVSKY, CHAIRMAN:** NIDIA IS AN INTERMEDIATE CLERK AND  
24 WORKS FOR INFORMATION TECHNOLOGY SERVICE IN TECHNICAL SERVICE  
25 IN THE TECHNICAL EQUIPMENT MAINTENANCE SECTION. SHE IS



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1 CURRENTLY ENROLLED AT MOUNT SAN ANTONIO COLLEGE, WHERE SHE HAS  
2 COMPLETED 36 UNITS. HER EDUCATIONAL GOAL IS TO OBTAIN A B.A.  
3 DEGREE IN PSYCHOLOGY. IN HER SPARE TIME, NIDIA LIKES ARTS AND  
4 CRAFTS AND HAS A SPECIAL INTEREST IN SCRAP BOOKING. HER MENTOR  
5 IS LAURA VASQUEZ. [ APPLAUSE ]

6

7 **SUP. YAROSLAVSKY, CHAIRMAN:** DOMINIQUE JACKSON. [ APPLAUSE ]

8

9 **SUP. YAROSLAVSKY, CHAIRMAN:** DOMINIQUE IS AN INTERMEDIATE CLERK  
10 AND IS ASSIGNED TO THE MAINTENANCE OPERATIONS, DIVISION 3.  
11 SHE'S ENROLLING IN SCHOOL THIS FALL AND HOPES TO ONE DAY BE A  
12 SOCIAL WORKER. DOMINIQUE LIKES TO READ, WRITE POETRY AND TO  
13 SPEND TIME WITH HER FAMILY. HER MENTOR IS SANDRA NORTON. [  
14 APPLAUSE ]

15

16 **SUP. YAROSLAVSKY, CHAIRMAN:** LAST BUT NOT LEAST, EVA MAY  
17 TUCKER. [ APPLAUSE ]

18

19 **SUP. YAROSLAVSKY, CHAIRMAN:** EVA MAY IS A TELEPHONE OPERATOR  
20 FOR INFORMATION TECHNOLOGY SERVICES IN THE CUSTOMER ASSISTANCE  
21 CENTER. SHE PLANS ON RETURNING TO COLLEGE SO SHE CAN COMPLETE  
22 HER GOAL OF BECOMING A SOCIAL WORKER AND ADVOCATE FOR FOSTER  
23 AND AT RISK YOUTH. EVA MAY ENJOYS PUBLIC SPEAKING, READ AND  
24 COOKING. HER MENTOR IS FELICIA DIVINITY. [ APPLAUSE ]

25



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1 **SUP. YAROSLAVSKY, CHAIRMAN:** LET'S GIVE A GREAT HAND TO ALL OF  
2 THE GRADUATES. [ APPLAUSE ]

3

4 **SUP. YAROSLAVSKY, CHAIRMAN:** LET ME ASK DAVE LAMBERTSON AND  
5 TRISH PLOEHN IF THEY'D LIKE TO SAY A COUPLE OF VERY SUCCINCT  
6 WORDS.

7

8 **PATRICIA PLOEHN:** I'D JUST LIKE TO THANK I.S.D. DAVE LAMBERTSON  
9 AND THE ENTIRE INTERNAL SERVICES DIVISION FOR CREATING AND  
10 MAINTAINING THIS PROGRAM FOR OUR EMANCIPATED YOUTH AND A  
11 SPECIAL CONGRATULATIONS TO THESE SIX YOUTH FOR THEIR  
12 ACCOMPLISHMENTS. WE'RE LOOKING REALLY FORWARD TO ALL THAT  
13 YOU'RE GOING TO DO IN THE FUTURE. [ APPLAUSE ]

14

15 **DAVE LAMBERTSON:** I'D LIKE TO THANK THE BOARD FOR RECOGNIZING  
16 OUR GRADUATES TODAY. THEY TRULY DESERVE IT AND THEY APPRECIATE  
17 IT. TRISH, FOR HELP WITH THE CHILDREN AND FAMILY SERVICES  
18 DEPARTMENT, MIKE HENRY WITH D.H.R., JOHN HILL, WHO HELPED US  
19 OUT AGAIN IN GREETING AND MEETING AND MENTORING THE KIDS,  
20 MOSTLY FROM OUR GROUP, THE MENTORS BACK HERE WHO SPEND THEIR  
21 OWN TIME WITH THE KIDS, IT'S VERY IMPORTANT, THEY GET A BUNCH  
22 OUT OF IT AS WELL BUT THEY'RE INVALUABLE TO THE PROGRAM. THESE  
23 FINE YOUNG MEN AND WOMEN ARE GOING TO MAKE FABULOUS EMPLOYEES  
24 FOR THE COUNTY. WE'RE PLEASED TO HAVE THEM. THEIR BURDENS HAVE



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1 BEEN HEAVY BUT THEIR SHOULDERS ARE BROAD AND WE COULDN'T BE  
2 PROUDER OF THEM TODAY. THANK YOU VERY MUCH. [ APPLAUSE ]

3

4 **SUP. YAROSLAVSKY, CHAIRMAN:** THANK YOU ALL VERY MUCH.  
5 CONGRATULATIONS AND GOOD LUCK TO YOU. LOOK FORWARD TO SEEING  
6 YOU BACK HERE AGAIN IN THE FUTURE. SUPERVISOR KNABE.

7

8 **SUP. KNABE:** THANK YOU, MR. CHAIRMAN, MEMBERS OF THE BOARD,  
9 LADIES AND GENTLEMEN. IT WASN'T TOO LONG AGO, A FEW WEEKS AGO,  
10 THAT WE HAD AN INCREDIBLE FIRE ON THE CATALINA ISLAND AND,  
11 WITH THE CITY OF AVALON, ABSOLUTELY FROM ME TO ZEV,  
12 JEOPARDIZED IN LOSING THE ENTIRE CITY. WHAT HAPPENED THAT  
13 PARTICULAR DAY WAS AN INCREDIBLE TEAM EFFORT OF A LOT OF  
14 DIFFERENT AGENCIES AND WE RECOGNIZED THEM EARLIER UPSTAIRS FOR  
15 INDIVIDUAL PRESENTATIONS OF SCROLLS AND THINGS BUT I'M GOING  
16 TO ASK THEM ALL TO JOIN ME. BUT, ON THURSDAY, MAY 10TH, A  
17 BRUSH FIRE STARTED IN THE INTERIOR PORTION OF SANTA CATALINA  
18 ISLAND AND MADE ITS WAY TOWARDS AVALON. THE AVALON FIRE  
19 DEPARTMENT AND THE LOS ANGELES COUNTY FIRE DEPARTMENT QUICKLY  
20 ASSESSED THE FIRE AND FORESAW THE POTENTIAL DANGER TO AVALON  
21 AND CATALINA ISLAND. IMMEDIATELY FOLLOWING, NUMEROUS AGENCIES  
22 GAVE JOINT ASSISTANCE AND MUTUAL AID TO ONE ANOTHER, INCLUDING  
23 THE LOS ANGELES COUNTY FIRE DEPARTMENT, THE AVALON FIRE  
24 DEPARTMENT, THE SHERIFF'S DEPARTMENT EMERGENCY OPERATIONS  
25 BUREAU, THE LONG BEACH FIRE DEPARTMENT, THE ORANGE COUNTY FIRE



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1 DEPARTMENT, THE LONG BEACH PARKS AND RECREATION MARINE, LONG  
2 BEACH UNIFIED SCHOOL DISTRICT, THE AVALON HARBOR PATROL, OUR  
3 LIFEGUARDS AND PARAMEDICS IN AVALON, THE UNITED STATES NAVY,  
4 LONG BEACH UNIFIED SCHOOL DISTRICT, INCLUDING THEIR SECURITY  
5 AND FOOD SERVICE BRANCHES, INCLUDING SUPERINTENDENT CHRIS  
6 STEINHAUSER AND HIS WIFE, VOLITA, CABRILLO HIGH SCHOOL, IN AND  
7 OUT BURGER, CITY OF LONG BEACH, COUNCIL MEMBERS TONYA REAS  
8 URANGA, BONNIE LOWENTHAL AND THEIR STAFFS, LONG BEACH CITY  
9 COUNCIL BOARD MEMBER ROBERTO URANGA, LONG BEACH POLICE  
10 DEPARTMENT, CATALINA EXPRESS, ALL THOSE SHUTTLES BACK AND  
11 FORTH, CATALINA CLASSIC CRUISES, AMERICAN RED CROSS, LONG  
12 BEACH AND LOS ANGELES CHAPTERS, OUR OWN C.A.O.'S OFFICE OF  
13 EMERGENCY MANAGEMENT, LONG BEACH TRANSIT, STATE OF CALIFORNIA,  
14 THE GOVERNOR'S OFFICE OF EMERGENCY MANAGEMENT, THE LONG BEACH  
15 DEPARTMENT OF HEALTH AND HUMAN SERVICES, THE LONG BEACH  
16 DISASTER MANAGEMENT DIVISION, SOUTHERN CALIFORNIA EDISON, OUR  
17 OWN LOS ANGELES COUNTY DEPARTMENT OF PUBLIC SOCIAL SERVICES  
18 INTERNAL SERVICES DEPARTMENT AND, OBVIOUSLY, MANY AGENCIES AND  
19 BUSINESSES IN THE CITY OF AVALON. TOGETHER, THEY WERE  
20 EXTREMELY RESPONSIVE TO THE NEEDS OF AVALON AND THE ENTIRE  
21 COMMUNITY. IN PARTICULAR WAS THE PROFESSIONALISM AND QUALITY  
22 OF CARE TAKEN THAT WAS TAKEN IN PROTECTING THE RESIDENTS AND  
23 STRUCTURES ON AND OFF THE ISLAND THROUGHOUT THE LENGTH OF TIME  
24 THAT IT TOOK TO PUT THE FIRE OUT. THE RESIDENTS WERE EXTREMELY  
25 GRATEFUL AND APPRECIATIVE OF THE SERVICES THEY RECEIVED. THE



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1 DEDICATION AND SACRIFICE MADE DURING THOSE DAYS FIGHTING THE  
2 FIRE IS TRULY A WONDERFUL TESTAMENT TO THE CALIBER OF SERVICES  
3 AVAILABLE FROM ORGANIZATIONS IN SOUTHERN CALIFORNIA. AND SO WE  
4 WANT TO SAY THANK YOU TO THE MANY AGENCIES AND ORGANIZATIONS  
5 BUT, IF PUT THIS IN PERSPECTIVE, IF YOU REMEMBER WHAT  
6 TRANSPIRED AND WE JUST HAD THOSE FOLKS DOWN HERE A COUPLE OF  
7 WEEKS AGO, WITHIN A 7-DAY PERIOD, WE HAD THE GRIFFITH PARK  
8 FIRE, THE CATALINA ISLAND AND MANY OF THE FIREFIGHTERS AND  
9 MANY OF THE AGENCIES THAT WERE INVOLVED IN SAVING THE CITY OF  
10 AVALON WERE UP THERE IN GRIFFITH PARK, AS WELL, TOO, SO IT WAS  
11 A CREDIBLE EFFORT. OUR MUTUAL AID PROTECTION HERE IN SOUTHERN  
12 CALIFORNIA IS SECOND TO NONE, THERE'S NO PLACE LIKE IT IN THE  
13 UNITED STATES OF AMERICA AND, WHILE THESE ARE ALL BRIGHT,  
14 SHINY, WELL DRESSED FOLKS, IN THOSE 72 HOURS, IN SAVING THE  
15 CITY OF AVALON, LITERALLY WHERE YOU HAVE THE MAYOR OF AVALON  
16 TRYING TO PROTECT HIS OWN HOUSE IN THE MIDDLE OF THE STREET,  
17 FROM ME TO THE CAMERA RIGHT THERE, LITERALLY, THE FIRE GOES  
18 EITHER WAY, THE CITY'S GONE. SO WE JUST WANTED TO TAKE A SMALL  
19 AMOUNT OF TIME TO THANK ALL THESE FOLKS, ONE, FOR TAKING THE  
20 TIME TO COME DOWN HERE TODAY BUT, MOST IMPORTANTLY, I KNOW I  
21 SPEAK NOT ONLY ON BEHALF OF THE CITIZENS OF THE LOS ANGELES  
22 COUNTY BUT MOST IMPORTANTLY THE RESIDENTS OF AVALON FOR A  
23 HEARTFELT THANKS FOR A JOB WELL DONE. I MEAN, EVERYBODY CAME  
24 TOGETHER, EVERYBODY LEFT THEIR EGOS AT THE DOORSTEP AND THE  
25 SOLE PURPOSE WAS TO SAVE LIFE AND LIMB AND THEY DID AN



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1 ABSOLUTELY SPECTACULAR JOB, SO LET'S GIVE THEM A BIG ROUND OF  
2 APPLAUSE. [ APPLAUSE ]

3

4 **SUP. KNABE:** I'M GOING TO ASK-- ON BEHALF OF CHIEF FREEMAN, I  
5 WANT TO ASK CHIEF DYER TO SAY A COUPLE OF WORDS.

6

7 **CHIEF DYER:** THANK YOU, SUPERVISOR. ON BEHALF OF THE FIRE  
8 DEPARTMENT, I'D LIKE TO THANK SUPERVISOR KNABE AND YOUR  
9 HONORABLE BOARD FOR THIS RECOGNITION THIS MORNING. IT REALLY  
10 IS A TESTAMENT TO FEDERAL, STATE, COUNTY, CITY AND PRIVATE  
11 INDUSTRY WORKING TOGETHER TO SAVE LIVES AND WITHOUT ALL THESE  
12 PEOPLE HERE AND THEIR STAFF, THIS REALLY IS A MODEL FOR THE  
13 REST OF THE UNITED STATES TO LOOK AT, AS THE SUPERVISOR AND I  
14 WERE DISCUSSING EARLIER. ALL PRIVATE INDUSTRY AND PUBLIC  
15 SERVICE WORKING TOGETHER TO PROVIDE THE HIGHEST LEVEL OF  
16 SERVICE POSSIBLE. SO, ON BEHALF OF THE FIRE DEPARTMENT, I'D  
17 LIKE TO THANK ALL THE OTHER AGENCIES AS WELL. [ APPLAUSE ]

18

19 **SUP. KNABE:** THANK YOU. I JUST, AGAIN, MANY OF THE FOLKS UP  
20 HERE FROM PUBLIC AGENCIES BUT WE HAVE SOME PRIVATE SECTOR  
21 FOLKS AS WELL, TOO, AND, WELL, THAT'S OUR SOLE PURPOSE IS  
22 PROVIDING PUBLIC SAFETY, MANY IN THE PRIVATE SECTOR COMES  
23 RIGHT AFTER BOTTOM LINE AND THERE WAS NO QUESTIONS ASKED, IT  
24 WAS DONE. SO DOUG AND THE OTHERS, THANK YOU ALL VERY MUCH.  
25 KEEP UP THE GOOD WORK. THANK YOU. [ APPLAUSE ]



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1  
2 **SUP. ANTONOVICH:** MR. CHAIRMAN, MEMBERS, TODAY WE WOULD LIKE TO  
3 RECOGNIZE A GREAT WAR HERO WHO IS WITH US THIS MORNING AND  
4 THAT'S RETIRED MAJOR GENERAL PATRICK BRADY OF THE UNITED  
5 STATES ARMY, WHO IS ACCOMPANIED BY REESE LLOYD OF THE AMERICAN  
6 LEGION AND THE EMIL LUCKY, WHO IS THE CALIFORNIA STATE  
7 CHAIRMAN, CITIZENS FLAG ALLIANCE AND RETIRED PROFESSOR OF 34  
8 YEARS AT CALIFORNIA STATE UNIVERSITY, LOS ANGELES. MAJOR  
9 GENERAL BRADY IS ONE OF THE ONLY TWO SOLDIERS WHO HAS RETURNED  
10 FROM VIETNAM WITH BOTH A CONGRESSIONAL MEDAL OF HONOR AND  
11 DISTINGUISHED SERVICE CROSS. HE IS STEPPING DOWN NOW AFTER  
12 MORE THAN A DECADE SERVING AS THE CHAIRMAN OF THE BOARD OF  
13 CITIZENS FLAG ALLIANCE, WHICH IS A COALITION OF MORE THAN  
14 1,400 CIVIC SOCIAL VETERANS, RELIGIOUS AND FRATERNAL  
15 ORGANIZATIONS REPRESENTING MORE THAN 20 MILLION AMERICANS  
16 DETERMINED TO RETURN TO THE PEOPLE THE RIGHT TO PROTECT OLD  
17 GLORY. GENERAL BRADY IS A FORMER PRESIDENT OF THE  
18 CONGRESSIONAL MEDAL OF HONOR SOCIETY AND HOLDS A BACHELOR'S  
19 DEGREE IN PSYCHOLOGY FROM SEATTLE UNIVERSITY AND A M.B.A. FROM  
20 THE UNIVERSITY OF NOTRE DAME AND HE WAS A CLASSMATE OF ELGIN  
21 BAYLOR AT SEATTLE UNIVERSITY. HE SPENT OVER 34 YEARS IN THE  
22 SERVICE OF HIS COUNTRY WITH DUTY STATIONS ALL OVER THE WORLD.  
23 A PIONEER IN BATTLEFIELD PATIENT EVACUATION, DEVELOPING RESCUE  
24 TECHNIQUES THAT ALLOWED THE EVACUATION OF THE WOUNDED IN ALL  
25 WEATHER CONDITIONS AND RESULTED IN HIM BEING IDENTIFIED IN THE



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1 ENCYCLOPEDIA OF THE VIETNAM WAR AND OTHER BOOKS AS THE TOP  
2 HELICOPTER PILOT IN VIETNAM. USING THESE TECHNIQUES, HE EARNED  
3 A MEDAL OF HONOR FOR A SERIES OF MISSIONS THAT BEGAN BEFORE  
4 SUNRISE AND ENDED AFTER DARK IN WHICH HE UTILIZED THREE  
5 HELICOPTERS, WHICH WERE HIT MORE THAN 400 TIMES BY ENEMY FIRE  
6 AND MINES, TO RESCUE 600 PATIENTS. IN TWO TOURS IN VIETNAM, HE  
7 FLOW OVER 2,500 COMBAT MISSIONS, EVACUATED OVER 5,000 FRIENDLY  
8 AS WELL AS ENEMY WOUNDED. HIS AWARDS INCLUDE TWO DISTINGUISHED  
9 SERVICE MEDALS, THE DEFENSE SUPERIOR SERVICE MEDAL, THE LEGION  
10 OF MERIT, SIX DISTINGUISHED FLYING CROSSES, TWO BRONZE STARS,  
11 ONE FOR VALOR, THE PURPLE HEART AND 53 AIR MEDALS, ONE FOR  
12 VALOR. HE'S ALSO BEEN AWARDED THE DISTINGUISHED SERVICE MEDAL  
13 OF THE AMERICAN LEGION, WHICH IS THEIR HIGHEST AWARD AND THE  
14 HIGHEST AWARD OF THE DAUGHTERS OF THE AMERICAN REVOLUTION AND  
15 D.A.R. MEDAL OF HONOR. SO, AT THIS TIME, GENERAL, WE WOULD  
16 LIKE TO RECOGNIZE YOU FOR YOUR SERVICE TO OUR COUNTRY, BOTH IN  
17 COMBAT AND IN RETIREMENT, AND THANK YOU FOR YOUR LEADERSHIP  
18 AND BEING A POSITIVE ROLE MODEL TO OUR YOUTH.

19

20 **MAJOR GENERAL PATRICK BRADY:** I WANT TO THANK YOU VERY MUCH. AS  
21 ALWAYS, WE ARE NOT RESPONSIBLE FOR THESE MEDALS AND I ACCEPT  
22 THIS ON BEHALF OF THE VETERANS. YOU KNOW, AMERICA HAS NO KINGS  
23 OR QUEENS OR DUKES OR DUCHESSSES BUT WE DO HAVE A NOBILITY AND  
24 AMERICA'S NOBILITY IS CALLED VETERANS. SO, ON BEHALF OF THE  
25 VETERANS IN THIS COUNTY, I WANT TO ACCEPT THIS AND THANK YOU



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1 ALL VERY, VERY MUCH FOR YOUR KINDNESS AND I WOULD LIKE TO THEN  
2 PRESENT TO MIKE AND THE BOARD OF SUPERVISORS THIS BOOK, WHICH  
3 WAS PUT TOGETHER BY MEDAL OF HONOR FOUNDATION AND HAS IN IT  
4 THE STORIES AND PHOTOGRAPHS OF MANY OF THE LIVING MEDAL OF  
5 HONOR RECIPIENTS THAT WE HAVE TODAY. THE NARRATIVE IN HERE IS  
6 BY A CALIFORNIAN, PETER COLLIER, AND, OF COURSE, GEORGE BUSH  
7 AND MANY OTHER WELL-KNOWN AMERICANS HAVE MADE THEIR COMMENTS.  
8 SO, MIKE, ON BEHALF OF THE FOUNDATION, PLEASE ACCEPT THIS AND  
9 THANK YOU VERY MUCH.

10

11 **REESE LLOYD:** ON BEHALF OF THE AMERICAN LEGION OF CALIFORNIA,  
12 WE'RE VERY PROUD THAT GENERAL BRADY, A MEDAL OF HONOR WINNER,  
13 HAS BEEN ABLE TO JOIN US AND BE RECOGNIZED BY LOS ANGELES  
14 COUNTY. HE SPENT PART OF HIS YOUTH HERE IN WHITTIER. HE IS  
15 WITH US IN THE AMERICAN LEGION CALIFORNIA NATIONALLY AND WE  
16 APPRECIATE YOUR RECOGNITION. HE'S ALSO LED OUR EFFORT FOR THE  
17 FLAG AMENDMENT TO PROTECT OUR FLAG FROM DESECRATION AND WE  
18 APPRECIATE HIS LEADERSHIP ON THAT ISSUE BECAUSE HE HAS BEEN AS  
19 HEROIC IN PEACE AS HE WAS IN WAR AND WE HAVE ALL BENEFITED  
20 FROM HIS SERVICE. THANK YOU.

21

22 **COL. JOSEPH SMITH:** I'D LIKE TO THANK THE BOARD FOR THIS  
23 RECOGNITION OF GENERAL BRADY, A DISTINGUISHED VETERAN OF THE  
24 VIETNAM WAR AND ALSO HE, AS ALL OF OUR VETERANS AND THOSE  
25 SERVING OVERSEAS TODAY, DEMONSTRATE THE HIGHEST FORM OF



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1 PATRIOTISM. THEY GO FORTH WHERE OTHERS WILL NOT TO DEFEND THIS  
2 COUNTRY AND DO THOSE THINGS THAT MUST BE DONE. SO, TO THE  
3 BOARD, GENERAL BRADY AND TO ALL OF OUR VETERANS, THANK YOU. [  
4 APPLAUSE ]

5

6 **SUP. ANTONOVICH:** NOW THIS MORNING WE WOULD LIKE TO WELCOME  
7 MIRAI NAGASU IN RECOGNITION OF HER TREMENDOUS ACHIEVEMENTS THE  
8 YEAR AS JUNIOR LADIES SOUTHWEST PACIFIC REGIONAL CHAMPION,  
9 JUNIOR LADIES PACIFIC COAST SECTIONAL CHAMPION AND JUNIOR  
10 LADIES NATIONAL CHAMPION AND JUNIOR WORLD SILVER MEDALIST.  
11 THIS PAST JANUARY, SHE BECAME THE U.S. FIGURE SKATING'S JUNIOR  
12 LADIES CHAMPION AT THE NATIONAL CHAMPIONSHIP HELD IN SPOKANE.  
13 IN DOING SO, SHE CREATED A MEDIA AND SKATING COMMUNITY FRENZY  
14 BY BEATING THE STRONGLY FAVORED SKATER FOR THE GOLD MEDAL.  
15 THIS ACHIEVEMENT WAS ESPECIALLY SURPRISING SINCE IT WAS HER  
16 FIRST TIME SKATING AT NATIONALS AND, UNTIL NOW, SHE WAS  
17 UNKNOWN OUTSIDE OF SOUTHERN CALIFORNIA. SHE THEN WENT ON TO  
18 COMPETE IN THE WORLD JUNIOR FIGURE SKATING CHAMPIONSHIPS IN  
19 MARCH IN GERMANY AND WON THE SILVER MEDAL. SHE WAS BORN IN THE  
20 UNITED STATES FROM A JAPANESE IMMIGRANT FAMILY. SHE TRAINS AT  
21 A RINK EVERY MORNING BEFORE SCHOOL AND AGAIN AFTER SCHOOL AND  
22 CURRENTLY SHE'S AN EIGHTH GRADER AT ARCADIA MIDDLE SCHOOL.  
23 SHE'S A VERY TALENTED YOUNG SKATER WITH THE POTENTIAL TO BE  
24 THE BEST IN THE WORLD. THE U.S. FIGURE SKATING ASSOCIATION HAS  
25 ALREADY STARTED DECLARING HER ONE TO WATCH FOR MAKING THE 2010



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1 OLYMPIC TEAM WHEN SHE'LL BE 16 YEARS OLD. AND THE PRESSES CALL  
2 HER THE NEXT MICHELLE KWAN, WHO IS ALSO A FRIEND OF OURS AND  
3 HAS BEEN HERE AND HER AUNT SERVES AS ONE OF THE MEMBERS OF THE  
4 WATER BOARD IN LOS ANGELES COUNTY. AND GIVEN THE SIMILARITIES  
5 IN THEIR BACKGROUND AND SKILLS, SHE'LL BE MOVING UP TO THE  
6 SENIOR LEVEL FOR THE 2007/'08 SKATING SEASON. SO  
7 CONGRATULATIONS AND WE WISH YOU A FUTURE GOLD AS WE CHEER YOU  
8 ON IN THE FUTURE OLYMPICS. [ APPLAUSE ]

9

10 **MIRAI NAGASU:** I JUST WANTED TO SAY THANK YOU FOR EVERYONE WHO  
11 HAS BEEN SUPPORTING ME AND I APPRECIATE THIS HONOR AND  
12 EVERYTHING. THANK YOU. [ APPLAUSE ]

13

14 **SUP. ANTONOVICH:** WE DON'T WANT TO END YOUR CAREER RIGHT NOW.  
15 WE'VE GOT TOO MANY LAWSUITS. OKAY. MOVING RIGHT ALONG. NOW WE  
16 HAVE PAUL NISSAN, WHO IS THE FOUNDER OF MARCH AGAINST TERROR,  
17 WHO WILL BE JOINING THE BOARD AS WE HAVE PROCLAIMED SEPTEMBER  
18 THE NATIONAL DAY OF READINESS AND VIGILANCE ON SEPTEMBER 11TH,  
19 ANNUAL DAY OF REDEDICATION THROUGHOUT OUR COUNTY. HE'S  
20 ACCOMPANIED BY CAPTAIN STEVEN JOHNSON OF OUR L.A. COUNTY  
21 SHERIFF'S DEPARTMENT, SHEILA NIVELL, THE F.B.I. SUPERVISORIAL  
22 SPECIAL AGENT AND CHIEF ALDONENA LEE, U.S. MARSHALS OFFICE,  
23 JENNIFER QUAN, CHINATOWN PUBLIC SAFETY ASSOCIATION, AND  
24 ZIBILOT MORGAN, F.B.I. AND MIKE GROUDY, DISTRICT ATTORNEY'S  
25 OFFICE. UNDER THE GUIDANCE OF MARCH AGAINST TERROR AND THE



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1 F.I.T. SWAT PROGRAM FULLY INTACT AND TRAINED TO STAND AND  
2 WATCH AGAINST TERRORISM, WE OBSERVED A NATIONAL DAY THROUGHOUT  
3 THE COUNTY OF LOS ANGELES ON SEPTEMBER 11TH TO ENCOURAGE  
4 GREATER READINESS AND VIGILANCE AGAINST TERRORISM AND NATURAL  
5 DISASTERS, PERSEVERE THE MEMORY OF THE VICTIMS KILLED ON  
6 SEPTEMBER 11TH AND OTHER VICTIMS OF TERROR AND HONOR THOSE WHO  
7 ARE ACTIVELY COMBATING GLOBAL TERRORISM. AS WE ALL KNOW, AN  
8 OUNCE OF PREVENTION IS WORTH A POUND OF CURE AND, UNLIKE THE  
9 LOCAL AGENCIES RESPONSIBLE FOR EMERGENCY OPERATIONS FOLLOWING  
10 HURRICANE KATRINA, LOS ANGELES COUNTY CONTINUES TO BE PREPARED  
11 TO SAVE LIVES AND PROTECT PROPERTY IN THE EVENTS OF A  
12 CATASTROPHE BY HAVING REGULARLY SCHEDULED TRAINING EXERCISES  
13 AND PUTTING OUR RESOURCES INTO PREVENTION. ON JUNE 5TH, 2007,  
14 TO INCREASE THE COUNTY'S ABILITY TO PREVENT AND RESPOND TO  
15 TERRORISM, OUR BOARD SUPPORTED THE 5.4 MILLION DOLLAR GRANT  
16 FROM THE U.S. DEPARTMENT OF HOMELAND SECURITY, 2006 LOS  
17 ANGELES LONG BEACH URBAN AREA SECURITY GRANT. THIS WILL  
18 AUTHORIZE OUR DEPARTMENT OF HEALTH SERVICES, EMERGENCY MEDICAL  
19 SERVICES AGENCY TO CONTINUE TO IMPROVE EMERGENCY PREPAREDNESS,  
20 RESPONSE AND PLANNING CAPABILITIES, AS WELL AS THE PURCHASE OF  
21 THE NECESSARY EQUIPMENT TO RESPOND TO THOSE ACTS OF TERRORISM,  
22 NATURAL DISASTERS AND PUBLIC HEALTH EMERGENCIES. INCLUDED FOR  
23 PURCHASE UNDER THIS PROPOSAL ARE A MOBILE HOSPITAL AND  
24 PERSONNEL RADIATION EQUIPMENT. THIS PAST NOVEMBER, WE USED  
25 FUNDING PROVIDED BY THE HOMELAND SECURITY GRANT FOR A



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1 SIMULATED 6.5 EARTHQUAKE IN BURBANK, COUPLED WITH AN  
2 OPPORTUNISTIC TERRORIST ATTACK. THE SCENARIO TESTED OUR  
3 PREPAREDNESS AND SHARPENED OUR ABILITY TO EFFECTIVELY REACT  
4 WHEN DISASTER STRIKES, WHETHER IT BE AN EARTHQUAKE, RIOTS,  
5 BIOLOGICAL OR CHEMICAL ATTACKS. OUR 38 COUNTY DEPARTMENTS  
6 PREPARE AND PROVE THEIR READINESS TO RESPOND TO THESE TWO  
7 EVENTS WHILE MINIMIZING DAMAGE AND SHORTENING RECOVERY TIME.  
8 OUR SHERIFF'S DEPARTMENT IS THE LEAD AGENCY IN TERROR  
9 PREPARATION FOR SOUTHERN CALIFORNIA. THE COUNTY CONTINUES TO  
10 WORK IN CONJUNCTION WITH THE STATE TO STANDARDIZE THE  
11 EMERGENCY MANAGEMENT SYSTEM, PROVIDING COMMUNICATIONS AND  
12 COORDINATION LINKS BETWEEN LOCAL, STATE AND MAJOR DISASTER  
13 AREAS. WE ARE WORKING CLOSELY WITH OUR COUNTY'S 88 CITIES, OUR  
14 134 COMMUNITIES AND TOWN COUNCILS AND OUR UNINCORPORATED  
15 COMMUNITIES, THE COUNTY FIRE DEPARTMENT, PUBLIC WORKS, THE  
16 CORONER, THE HEALTH DEPARTMENT, THE OFFICE OF EMERGENCY  
17 MANAGEMENT AND, MOST IMPORTANTLY, THE PRIVATE SECTOR IN  
18 PUBLIC/PRIVATE PARTNERSHIPS. IN 2005, WE CONDUCTED 11  
19 PREPAREDNESS WORKSHOPS FOR COUNTY EMERGENCY STAFF AND OUR  
20 PARTNERS THROUGHOUT THE REGION. WHILE OUR COUNTY IS PREPARED,  
21 THE PUBLIC WILL ULTIMATELY BE THE FIRST RESPONDERS TO A  
22 DISASTER AND THAT'S WHY WE ENCOURAGE PARENTS, TEACHERS AND  
23 EMPLOYERS TO CREATE THEIR OWN DISASTER PLANS AT HOME, IN THEIR  
24 NEIGHBORHOODS AND IN THEIR WORKPLACE. FOR MORE INFORMATION ON  
25 DISASTER PREPAREDNESS, YOU CAN VISIT THE COUNTY WEBSITE AT



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1 ESPFOCUS.ORG. ESPFOCUS.ORG. SO, AT THIS TIME, LET ME GIVE THE  
2 PROCLAMATION ON BEHALF OF THE BOARD OF SUPERVISORS AS WE  
3 DECLARE SEPTEMBER 11TH A DAY OF PREPAREDNESS. [ APPLAUSE ]

4

5 **PAUL NISSAN:** THANK YOU, SUPERVISOR. GOOD MORNING. I WOULD LIKE  
6 TO THANK THE BOARD OF SUPERVISORS FOR DESIGNATING SEPTEMBER  
7 11TH OF EACH YEAR AS NATIONAL DAY OF READINESS AND VIGILANCE  
8 AGAINST TERRORISM THROUGHOUT THE COUNTY OF LOS ANGELES. ALSO  
9 SPECIAL THANKS TO SUPERVISOR ANTONOVICH FOR GOING THE EXTRA  
10 MILE IN MAKING THIS RESOLUTION POSSIBLE. THE NATIONAL DAY OF  
11 READINESS AND VIGILANCE IS INTENDED TO DO THREE THINGS. ONE,  
12 TO ENCOURAGE THE PUBLIC TO DO THEIR PART IN PREVENTING  
13 TERRORIST ATTACKS BY REPORTING SUSPICIOUS ACTIVITIES; TWO,  
14 PROMOTE READINESS IN DEALING WITH THE AFTERMATH OF A TERRORIST  
15 ATTACK AND, THREE, SEND A CLEAR MESSAGE TO THE TERRORISTS THAT  
16 WE, THE AMERICAN PEOPLE, WILL NEVER GIVE UP OR COMPROMISE OUR  
17 WAY OF LIFE. WITH THAT, I'D LIKE TO THANK EVERYONE FOR BEING  
18 HERE AND SUPPORTING THIS, ALL REPRESENTATIVES FROM LAW  
19 ENFORCEMENT AND ALSO FROM PUBLIC SAFETY COMMUNITY. THANK YOU.

20

21 **SUP. ANTONOVICH:** NOW BATTING CLEAN-UP IS LITTLE SASSY, WHO IS  
22 A LITTLE 8-WEEK-OLD BEAGLE MIX. THIS IS LITTLE SASSY. SHE  
23 LIKES THE F.B.I. MAYBE THE AGENT, SUPERVISORY AGENT LEE WOULD  
24 LIKE TO ADOPT HER. HUH?

25



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1 **SUPERVISORY AGENT LEE:** I HAVE ENOUGH.

2

3 **SUP. ANTONOVICH:** OH, YOU HAVE ENOUGH. OKAY. SHE'D MATCH YOUR  
4 LITTLE BEAUTIFUL DRESS. ANYWAY, THIS IS LITTLE SASSY LOOKING  
5 FOR A HOME, SO ANYBODY WHO WOULD LIKE TO ADOPT HER CAN CALL  
6 THE TELEPHONE NUMBER AT THE BOTTOM OF YOUR SCREEN AND THAT'S  
7 (562) 728-4644 AND LITTLE SASSY WILL CHEER YOU UP.

8

9 **SUP. YAROSLAVSKY, CHAIRMAN:** SHE'S GOT BARBARA'S NAME WRITTEN  
10 ALL OVER IT. SHE'D KILL ME. BRING HER OVER HERE. I WANT TO  
11 SEE. BOY OR GIRL?

12

13 **SUP. ANTONOVICH:** GIRL. THAT'D BE ANOTHER D.T., ZEV'S A DOG  
14 TEASE. [ LAUGHTER ]

15

16 **SUP. YAROSLAVSKY, CHAIRMAN:** SUPERVISOR MOLINA?

17

18 **SUP. MOLINA:** MEMBERS OF THE BOARD, TODAY IT IS INDEED MY HONOR  
19 TO MAKE A VERY SPECIAL RECOGNITION TO A VERY, VERY REMARKABLE  
20 ACHIEVEMENT FOR A LONG-TIME COUNTY RESIDENT AND THAT'S MS.  
21 LILLIAN OLIVAS, WHO RESIDES IN BASSETT AND HAS BEEN THERE  
22 SINCE 1956. FOUR YEARS AGO, LILLIAN RETIRED AFTER 34 YEARS OF  
23 SERVICE WITH THE BASSETT UNIFIED SCHOOL DISTRICT IN THE FOOD  
24 SERVICE AREA. FOR YEARS, LILLIAN HAD PUT HER FAMILY FIRST AND  
25 WAS ABLE TO ATTAIN HER LONG-TIME GOAL OF GRADUATING FROM HIGH



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1 SCHOOL. BUT, ON JUNE 5TH, 2007, AT THE AGE OF 82, LILLIAN  
2 FINALLY EARNED HER HIGH SCHOOL DIPLOMA FROM THE BASSETT ADULT  
3 EDUCATION PROGRAM. HER SON, GARY, HAD APPROACHED ME AND SAID,  
4 "COULD WE AT LEAST PROVIDE HER SOME KIND OF COMMENDATION FOR  
5 ACHIEVEMENT?" BUT WE DECIDED THAT WE THOUGHT WE WOULD BRING  
6 HER HERE BECAUSE THIS IS VERY SPECIAL AND VERY, VERY UNIQUE.  
7 MRS. OLIVAS IS A VERY PROUD MOTHER OF FIVE CHILDREN. SHE HAS  
8 20 GRANDCHILDREN AND 17 GREAT-GRANDCHILDREN. HER FAMILY  
9 DESCRIBES HER AS THE GEM AND THE HEART OF THE FAMILY. SHE'S  
10 OUTGOING, SHE'S GENEROUS, SHE NEVER ASKED FOR ANYTHING IN  
11 RETURN AND SHE HAS A WELCOMING HEART AND ACCEPTS EVERYONE FOR  
12 WHO THEY ARE. FOUR OF LILLIAN'S CHILDREN GRADUATED FROM  
13 BASSETT HIGH SCHOOL AND WENT ON TO EARN DEGREES AT THE  
14 UNIVERSITY OF CALIFORNIA AT SANTA BARBARA AND CALIFORNIA STATE  
15 UNIVERSITY OF LOS ANGELES. BUT, TODAY, IT'S HER FAMILY'S TURN  
16 TO BE PROUD OF HER ACCOMPLISHMENTS BECAUSE IT IS HER LONG-TIME  
17 DREAM. I'M GLAD SHE STUCK TO IT AND DECIDED TO GO BACK TO  
18 SCHOOL. SHE IS, I GUESS, AN IMPRESSION FOR ALL OF US, WANTING  
19 THAT EDUCATION AND REALLY MAKING A DIFFERENCE. SO WE WANT TO  
20 COMMEND LILLIAN AND HER FAMILY FOR THIS SPECIAL ACHIEVEMENT.  
21 SO, ON BEHALF OF THE BOARD OF SUPERVISORS, I'M VERY PROUD,  
22 SHE'S ALREADY GOTTEN HER DEGREE FROM HIGH SCHOOL BUT WE HAVE  
23 PUT TOGETHER A CERTIFICATE SIGNED BY ALL FIVE BOARD MEMBERS  
24 BECAUSE WE'RE VERY PROUD OF YOUR ACHIEVEMENTS, MRS. OLIVAS,



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1 AND I WANT TO GRADUATE HER, THE 2007 GRADUATE OF BASSETT ADULT  
2 SCHOOL. CONGRATULATIONS, MRS. OLIVAS. [ APPLAUSE ]

3

4 **SUP. MOLINA:** ARE YOUR SONS HERE? RIGHT OVER THERE? HE'S VERY  
5 PROUD. WELL, WE WANT TO CONGRATULATE HER. I'M VERY PROUD TO  
6 HAVE HER IN MY DISTRICT.

7

8 **LILLIAN OLIVAS:** WELL, I THANK MY SON THE MOST. HE'S ALWAYS  
9 BEEN THERE FOR ME AND I WANT TO THANK YOU.

10

11 **SUP. MOLINA:** THANK YOU. ALL RIGHT. LET'S TAKE A PICTURE.  
12 CONGRATULATIONS. PLEASE JOIN ME IN CONGRATULATING MS. OLIVAS.  
13 [ APPLAUSE ]

14

15 **SUP. YAROSLAVSKY, CHAIRMAN:** IS THAT IT, SUPERVISOR MOLINA?  
16 SUPERVISOR BURKE? DO YOU HAVE ANY PRESENTATIONS? SUPERVISOR  
17 BURKE? ALL RIGHT. I'M UP FIRST TODAY, I BELIEVE, SO LET'S GET  
18 EVERYBODY BACK. OKAY. CAN WE JUST TAKE A COUPLE OF THE ROUTINE  
19 ITEMS. WE HAD A FIRE ITEM THAT A MEMBER OF THE PUBLIC WAS  
20 HOLDING. NUMBER 37. LET'S START TAKE 37. PETER BAXTER. GO  
21 AHEAD, MR. BAXTER.

22

23 **PETER BAXTER:** MR. CHAIRMAN, MEMBERS OF YOUR HONORABLE BOARD,  
24 MR. JANSSEN, LADIES AND GENTLEMEN, MY NAME IS PETER BAXTER AND  
25 I LIVE IN LOS ANGELES. I HAVE ASKED TO SPEAK ON THIS ITEM



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1 BECAUSE THIS ITEM APPEARS TO BE A GIFT OF WHAT? OF LIFE.  
2 BECAUSE THIS IS A GIFT OF WHAT IS KNOWN AS A THERMAL IMAGER,  
3 BUT A THERMAL IMAGER IS ONLY USEFUL INSIDE A BURNING BUILDING.  
4 YOU CAN'T USE A THERMAL IMAGER OUTSIDE A BURNING BUILDING, SO  
5 SOME HUMBLE FIREFIGHTER IN THE FUTURE, IF YOU ACCEPT THIS  
6 GIFT, IS GOING TO BE HANDED THIS THERMAL IMAGER AND INVITED OR  
7 PRESSURED OR SUGGESTED TO GO INTO A BURNING BUILDING ABOUT  
8 WHICH THERE IS NO WAY OF KNOWING ANYTHING AT ALL ABOUT THAT  
9 BURNING BUILDING, AND TO USE THIS THERMAL IMAGER. NOW, THE  
10 IDEA IS NOBLE. YOU'RE GOING TO FIND A BODY HERE. IT ASSUMES  
11 THAT THAT'S THE BEST WAY TO FIGHT THE FIRE. THE WAY TO FIGHT  
12 THE FIRE IS TO FILL THE LOCATION WITH A NONFLAMMABLE GAS, LIKE  
13 STEAM, FOR EXAMPLE. AND BECAUSE IF THAT NONFLAMMABLE GAS-LIKE  
14 STEAM FILLS THE ENTIRE BODY OF THAT PARTICULAR LOCATION, FIRE  
15 CANNOT EXIST, FIRE HAS TO GO OUT AND WE HAVE KNOWN ABOUT THIS  
16 SINCE THE TIME OF REVOLUTION. THE PERSON WHO GAVE THE NAME OF  
17 OXYGEN TO OXYGEN IS A MAN BY THE NAME OF LA BASTEIER, HE WAS A  
18 FRIEND OF JOSEPH PRIESTLY, WHO WAS ALSO ASSOCIATED WITH HIM,  
19 AN ENGLISH CLERGYMAN, AND THE TWO OF THEM WERE FRIENDLY WITH  
20 BENJAMIN FRANKLIN. IT SEEMS A LITTLE UNUSUAL THAT HERE WE ARE  
21 IN JULY CELEBRATIONS AND THE-- WHAT I'M TALKING ABOUT IN TERMS  
22 OF FIRE WAS INITIATED BACK IN THE TIME OF THE REVOLUTION, YET  
23 I CAN'T GET ANYWHERE. YOU'RE EXUBERANT ABOUT HOW WONDERFUL THE  
24 FIREFIGHTERS ARE TAKING CARE OF THE JOB BUT THEY ARE NOT  
25 TAKING CARE OF IT. THERE'S A PHOTOGRAPH IN TODAY'S PAPER WHICH



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1 SHOWS IMMENSE VOLUMES OF SMOKE AND THE FIRE HAS BEEN GOING ON  
2 FOR HOW LONG, I DON'T KNOW, THEY DON'T SAY HOW LONG, BUT WHAT  
3 I'M SAYING IS THAT THIS IDEA OF USING STEAM IS SOMETHING WHICH  
4 THE BOARD HAS TO THINK ABOUT. AND IF YOU PASS THIS, NO DOUBT  
5 YOU WILL, IT LOOKS LIKE SOMEBODY, SOME HUMBLE FIREFIGHTER IN  
6 THE FUTURE IS GOING TO BE WALKING INTO A BURNING BUILDING AND  
7 WHO KNOWS WHAT'S GOING TO HAPPEN TO HIM.

8

9 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY. THANK YOU, MR. BAXTER.

10

11 **PETER BAXTER:** THANK YOU, SIR.

12

13 **SUP. YAROSLAVSKY, CHAIRMAN:** SEEING NO ONE ELSE WHO WANTS TO BE  
14 HEARD ON ITEM NUMBER 37, THE PUBLIC HEARING IS CLOSED, THE  
15 ITEM IS BEFORE US. MR. ANTONOVICH MOVES, MS. BURKE SECONDS.  
16 WITHOUT OBJECTION, UNANIMOUS VOTE. WE HAVE ITEM NUMBER 4-D.  
17 STEVE WHEATLEY. MR. WHEATLEY? THERE YOU ARE. OKAY. COME ON  
18 OVER HERE.

19

20 **STEVE WHEATLEY:** I'M THE BOARD PRESIDENT FOR ST. JOSEPH'S MANOR  
21 AND I THANK YOU, BOARD OF SUPERVISORS, FOR LETTING ME HAVE A  
22 MOMENT OF YOUR TIME. WE THANK YOU FOR YOUR CONSIDERATION IN  
23 GIVING US THE OPPORTUNITY TO MAKE A DIFFERENCE IN THE LIVES OF  
24 THE FAMILIES THAT WILL LIVE AT ST. JOSEPH'S MANOR. SUPERVISOR  
25 MIKE ANTONOVICH HAS AGAIN SHOWED THE FAMILIES OF THE ANTELOPE



The Meeting Transcript of  
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1 VALLEY THAT WE ARE NOT FORGOTTEN. AND IT'S PROVEN THAT, IF YOU  
2 UNITE GOVERNMENT, NON-PROFIT AGENCIES, BUSINESSES AND  
3 COMMUNITY VOLUNTEERS, YOU CAN MAKE THE IMPOSSIBLE POSSIBLE.  
4 ST. JOSEPH'S MANOR WILL BE HOME FOR 99 WOMEN AND CHILDREN. THE  
5 RESIDENTIAL PROGRAM AND THE SUPPORT SERVICES WILL TAKE  
6 HOMELESS FAMILIES, GIVE THEM A SAFE ENVIRONMENT WHERE THEY CAN  
7 RAISE THEIR CHILDREN WHILE BECOMING SELF-SUFFICIENT. WE CANNOT  
8 BEGIN TO EXPRESS THE IMPACT THAT THIS FUNDING OPPORTUNITY WILL  
9 HAVE ON THE FAMILIES WE SERVE. NOW, ON A PERSONAL NOTE, I  
10 WOULD LIKE TO THANK MIKE ANTONOVICH, HIS STAFF. HELEN HAS BEEN  
11 WONDERFUL TO US, SIR. NORM, OUTSTANDING, AND ALL THEIR STAFF.  
12 WE APPRECIATE YOU. YOU HAVE GONE THROUGH THIS STEP BY STEP  
13 WITH US. YOU'RE NUMBER ONE IN OUR BOOK. REALLY.

14

15 **SUP. ANTONOVICH:** WE WANT TO THANK YOU, THE TOWN COUNCIL, THE  
16 COMMUNITY, ALONG WITH HELEN AND NORM AND PAT RUSSELL, ALONG  
17 WITH KATHERINE BARGER AND LORI. SO IT'S BEEN A GOOD  
18 PUBLIC/PRIVATE PARTNERSHIP AND THIS IS THE PROPER WAY OF  
19 WORKING TO RESOLVE THESE ISSUES IN THAT TYPE OF A COALITION,  
20 SO THANK YOU.

21

22 **STEVE WHEATLEY:** THANK YOU SO MUCH, SIR AND THANK YOU FOR YOUR  
23 TIME.

24



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 **SUP. YAROSLAVSKY, CHAIRMAN:** THANK YOU. WE HAVE ITEM 4-D BEFORE  
2 US. MR. ANTONOVICH MOVES, MS. BURKE SECONDS. WITHOUT  
3 OBJECTION, UNANIMOUS VOTE ON ITEM 4-D. ITEM 36. DR. CLAVREUL,  
4 DID YOU WANT TO SPEAK ON ITEM 36, BE HEARD ON IT?

5

6 **DR. GENEVIEVE CLAVREUL:** GOOD MORNING. DR. GENEVIEVE CLAVREUL.  
7 WHEN I SEE THAT, YOU KNOW, THE DISTRICT ATTORNEY IS GETTING  
8 GRANT AFTER GRANT AND SO ON AND IT'S TOO BAD BECAUSE HE'S NOT  
9 EVEN DOING HIS JOB. YOU KNOW, I REQUESTED MONTHS AGO A  
10 RESPONSE TO YOUR BROWN ACT VIOLATION, I'M STILL WAITING FOR A  
11 RESPONSE. IT WOULD BE GOOD THAT PEOPLE IN THE COUNTY WILL DO  
12 THEIR JOB. AND-- BUT WHAT'S A GOOD-- YOU KNOW, HE'S AN ELECTED  
13 MEMBER AND HE'S RUNNING FOR ELECTION AGAIN, SO MAYBE WE CAN  
14 MAKE SOME INFERENCE ON THAT POINT. THANK YOU.

15

16 **SUP. YAROSLAVSKY, CHAIRMAN:** THANK YOU. ITEM 36 IS BEFORE US.  
17 MR. ANTONOVICH MOVES, MR. KNABE SECONDS. WITHOUT OBJECTION,  
18 UNANIMOUS VOTE. MS. MOLINA HAS ASKED THAT ITEM NUMBER 102 BE  
19 CONTINUED FOR TWO WEEKS. I HAVE NO OBJECTION, AS LONG AS  
20 THERE'S NO REASON, THERE'S NO TIME ISSUE, THAT'S ALL. I DON'T  
21 THINK THERE SHOULD BE. SO MR. JANSSEN WILL CHECK. IN THE  
22 MEANTIME...

23

24 **SUP. ANTONOVICH:** WHICH ITEM IS THAT, ZEV?

25



**The Meeting Transcript of  
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1 **SUP. YAROSLAVSKY, CHAIRMAN:** 102. REGISTRAR RECORDER'S OFFICE.  
2 AND-- NO PROBLEMS WITH A TWO-WEEK CONTINUANCE? SO WITHOUT  
3 OBJECTION, 102 WILL BE CONTINUED FOR TWO WEEKS. ALL RIGHT.  
4 IT'S NOW 11:00. WE HAVE A SPECIAL ITEM AT 11:00 DEALING WITH  
5 GRAND AVENUE. HOPEFULLY, THAT CAN BE DONE RELATIVELY QUICKLY.  
6 DAVID, YOU...

7

8 **SUP. MOLINA:** YOU MEAN ON GRAND AVENUE?

9

10 **SUP. YAROSLAVSKY, CHAIRMAN:** ON GRAND AVENUE.

11

12 **SUP. YAROSLAVSKY, CHAIRMAN:** YOU WANT TO-- WHO'S GOING TO...

13

14 **C.A.O. JANSSEN:** I THINK MARTHA IS GOING TO INTRODUCE THE ITEM,  
15 WELBORNE.

16

17 **SUP. YAROSLAVSKY, CHAIRMAN:** ALL RIGHT. SUPERVISOR MOLINA?

18

19 **SUP. MOLINA:** LET ME JUST BEGIN. WE HAVE A PRESENTATION. WHY  
20 DON'T YOU COME UP, MARTHA, AND BILL WITTE HERE. THE J.P.A. MET  
21 A WEEK AGO MONDAY AND IT'S NOW BEEN JOINED BY CECILIA STALANO,  
22 WHO IS THE NEW DIRECTOR AND HAS BEEN THERE FOR A WHILE,  
23 ACTUALLY, THE C.R.A. AND IT WAS ALSO JOINED BY DALE BONNER,  
24 WHO IS THE NEW SECRETARY OF HOUSING AND TRANSPORTATION  
25 APPOINTMENT OF THE GOVERNOR AND HE'S GOING TO JOIN US MORE



**The Meeting Transcript of  
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1 OFTEN. WE HAD AN OPPORTUNITY, WHILE FRANK GEARY WAS OUT OF  
2 TOWN, TO HAVE HIS COLLEAGUE, MR. WEBB, MAKE THE PRESENTATION.  
3 AND, REGRETFULLY, THEY AREN'T HERE TO DO THE PRESENTATION  
4 TODAY. BUT, AS YOU KNOW, IT IS A REQUIREMENT THAT THE BOARD OF  
5 SUPERVISORS, BESIDES THE J.P.A. AND THE C.R.A., APPROVE THE  
6 SCHEMATIC DESIGN AND THERE'S BEEN A COUPLE CHANGES. I KNOW  
7 THAT SOME OF YOU HAD AN OPPORTUNITY TO GO OUT AND LOOK AT THE  
8 MODEL BUT WE HAVE BILL WITTE AND MARTHA WELBORNE, WHO WILL  
9 MAKE A PRESENTATION ON THE STATUS OF THE MODEL TODAY. IT WAS  
10 APPROVED UNANIMOUSLY BY THE J.P.A.

11

12 **MARTHA WELBORNE:** GOOD MORNING. THANK YOU. WE ARE VERY PLEASED  
13 TODAY TO BRING THE SCHEMATIC DESIGN PACKAGE FOR PHASE I OF THE  
14 GRAND AVENUE PROJECT. AS THE SUPERVISOR JUST MENTIONED, THE  
15 DISPOSITION AND DEVELOPMENT AGREEMENT FOR THIS PROJECT  
16 REQUIRES THAT THE COUNTY BOARD ACT ON THESE DOCUMENTS. IN  
17 ADDITION, THE GRAND AVENUE AUTHORITY AND THE C.R.A. ARE  
18 REVIEWING THE SAME PACKAGE. IN FACT, THE J.P.A. BOARD MET ON  
19 JUNE 11TH AND UNANIMOUSLY APPROVED THE DESIGN AFTER A DETAILED  
20 PRESENTATION. THE J.P.A. BOARD'S APPROVAL WAS BASED ON THE  
21 STAFF MEMO, WITH SEVERAL MINOR MODIFICATIONS CONCERNING DESIGN  
22 DETAILS, AFTER BOARD DISCUSSION AND THOSE INCLUDED-- THOSE  
23 CONCERNED SIDEWALK WIDTHS AND BUILDING OVERHANGS. I HAVE  
24 COPIES OF THAT STAFF MEMO FOR YOU AND WOULD LIKE TO HAND THEM  
25 TO THE CLERK FOR THE RECORD. WE ARE PREPARED TO, AS YOU CAN



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1 TELL HERE, MAKE A SHORT PRESENTATION TODAY, IF YOU WOULD LIKE  
2 THAT. I ASSUME WE SHOULD PROCEED WITH THE POWERPOINT SHOW, IS  
3 THAT CORRECT? I'D LIKE TO TURN AND ASK BILL WITTE, THE  
4 PRESIDENT OF RELATED OF CALIFORNIA, TO QUICKLY GO THROUGH THAT  
5 PRESENTATION.

6

7 **BILL WITTE:** OKAY. THANK YOU. I WILL QUICKLY RUN THROUGH THIS  
8 PRESENTATION OF SCHEMATIC DESIGN. THE BASIC CONCEPT FOR THE  
9 SITE HAS NOT MATERIALLY CHANGED FROM WHAT THIS BOARD HAS SEEN  
10 ON A NUMBER OF OTHER OCCASIONS BUT THE ARCHITECTURE AND DESIGN  
11 HAS BEEN MUCH MORE CLEARLY ARTICULATED AND GAVIN LANGLEY FROM  
12 GARY PARTNERS IS HERE WITH ME SHOULD YOU HAVE ANY QUESTIONS ON  
13 THAT. FIRST, WHAT'S UP ON THE SCREEN NOW IS JUST A PERSPECTIVE  
14 OF THE SITE FROM THE NORTHWEST. NOW THE CORNER OF FIRST AND  
15 GRAND, OPPOSITE DISNEY HALL AND, WHILE THE DESIGN OF THE  
16 PAVILION BUILDING, THE RETAIL BUILDING ON FIRST AND GRAND, IS  
17 REALLY A PLACE HOLDER, GIVES YOU AN IDEA OF THE SCALE AND WHAT  
18 THE ARCHITECT HAD IN MIND IN TERMS OF REFLECTING THE SCALE OF  
19 DISNEY HALL, RATHER THAN OVERPOWERING IT. ANOTHER SHOT TURNING  
20 AROUND THE CORNER ONTO FIRST STREET, BACK ON GRAND AND YOU CAN  
21 SEE THE SECOND AND THIRD LEVELS WITH THE LANDSCAPING. ANOTHER  
22 PROSPECTIVE LOOKING FROM DISNEY HALL ONTO THE SITE. AND FIRST-  
23 - THE CORNER OF FIRST AND GRAND AGAIN FROM A DISTANCE. AND  
24 YOU'LL NOTICE THE-- WHILE THERE ARE TWO TALL BUILDINGS, THE  
25 SIGNIFICANT LIGHT, AIR AND OPENINGS IN THE SITE. YOU'LL ALSO



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1 NOTE, FOR THE FIRST TIME, THE DESIGN OF THE TWO TOWERS AND THE  
2 TALLER TOWER, WHICH WAS 48 STORIES, WHICH HAS THE MANDARIN  
3 ORIENTAL HOTEL AND 250 CONDOMINIUMS ON THE RIGHT OF THE  
4 SCREEN, THE EXTERIOR ELEVATIONS ON SECOND STREET AND GRAND ARE  
5 SHOWN CLAD IN A REFLECTIVE UNDULATING GLASS, WHICH WILL REALLY  
6 SIGNAL THE DISTRICT WITH AN ICONIC DESIGN, WHEREAS THE  
7 INTERIOR OF THE BUILDING, WHICH YOU'LL ALSO SEE REFLECTED IN  
8 THE SECOND TOWER AS WELL, IS A MORE SOBER DESIGN, A MORE  
9 TRADITIONAL DESIGN. THIS IS, OF COURSE, THE LANDSCAPED PATIO  
10 AREA IN THE REAR OF DISNEY HALL AND IT GIVES YOU AN IDEA OF  
11 WHAT GEARY PARTNERS HAS IN MIND FOR THIS SITE, IN TERMS OF THE  
12 USE OF TREES AND LANDSCAPING TO REALLY HIGHLIGHT THE USE OF  
13 OUTDOOR SPACE AND MAKING IT A REALLY GREEN FEEL. LOOKING  
14 DIRECTLY FROM DISNEY HALL ACROSS AT THE SITE. THE ARCHITECTS  
15 HAVE PROPOSED TAKING THE GREEN FIELD ALL THE WAY UP THE  
16 BUILDING. STARTING AT THE TOP, WHICH YOU CAN'T SEE THAT  
17 CAREFULLY, WHERE THERE ARE PENTHOUSE LEVELS, THERE'S AN  
18 INTERNAL COURTYARD THAT WOULD HAVE LANDSCAPING AND TREES AT  
19 THE TOP, REFLECTING WHAT'S ALREADY IN THE PODIUM BELOW. AND  
20 THEY HAVE PROPOSED, ALTHOUGH WE'RE STILL WORKING ON THIS, A  
21 MOSAIC FLORAL DESIGN RUNNING UP THE BUILDING TO CONTINUE THAT  
22 GREEN EFFECT. THAT'S AN ART FEATURE WHICH WE'RE STILL WORKING  
23 OUT WITH THE ARCHITECT. AN IDEA OF WHAT THAT CAN LOOK LIKE,  
24 THIS IS A BUILDING IN EUROPE. THE RETAIL PAVILIONS ON GRAND,  
25 AND YOU'LL NOTE THERE'S AN ATTEMPT, CONTINUES TO BE AN ATTEMPT



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1 TO HAVE THE SITE BE VERY POROUS, SO THERE ARE OPENINGS FOR THE  
2 PUBLIC ALL AROUND THAT SITE AND PARTICULARLY HERE ON GRAND.  
3 ANOTHER PERSPECTIVE. THESE ARE VIEWS FROM THE UPPER LEVELS.  
4 THIS IS THE TYPE OF VIEWS THAT YOU WOULD GET FROM THE UPPER  
5 LEVELS OF THE TOWERS. THE SECOND TOWER, THE ARCHITECT -- GARY  
6 PARTNERS IS PROPOSING A VERY INNOVATIVE WINDOW SYSTEM THAT  
7 CREATES BOTH A UNIQUE EXTERIOR ELEVATION AND ARTICULATION AND  
8 YOU CAN SEE, IN A MOCKUP MODEL OF THIS FROM THE INSIDE, WHAT  
9 THE USE OF THAT SYSTEM CAN PROVIDE IN TERMS OF INTERIOR SPACE  
10 AND VIEWS. ANOTHER PERSPECTIVE, YOU SEE THE SECOND TOWER,  
11 WHICH IS 25 STORIES, WHICH WE JUST SPOKE ABOUT. THIS IS A SHOT  
12 LOOKING FROM THE CORNER OF SECOND AND OLIVE AND WHAT GARY  
13 PARTNERS HAS DONE HERE WE THINK IS A VERY CREATIVE APPROACH, A  
14 TERRACING BACK OF THE DIFFERENT LEVELS, STARTING WITH A  
15 BOOKSTORE ON THE GROUND FLOOR, UP TO AND INCLUDING SOME OF THE  
16 OUTDOOR SPACE FOR THE HOTEL AND THE CONDOMINIUMS AND THAT  
17 SPACE STEPS BACK FROM THE CORNER, SO IT GREATLY REDUCES THE  
18 MASS AND CONTRIBUTES TO THE FEELING OF OPENNESS. AGAIN, THE  
19 SECOND TOWER. THIS IS THE TOWER WITH THE AFFORDABLE HOUSING  
20 AND CONDOMINIUMS ABOVE IT. THERE IS, OF COURSE, JUST ONE ENTRY  
21 FOR BOTH USES FOR THAT BUILDING WITH A GROCERY WRAPPING AROUND  
22 THIS CORNER HERE OF FIRST AND OLIVE. THIS IS A SHOT OF THE  
23 WINDOW SYSTEM THAT GARY PARTNERS EMPLOYED IN A PROJECT IN  
24 DUSSELDORF, GERMANY, AND GIVES YOU AN IDEA OF THAT VERY  
25 INNOVATIVE LOOK DRESSING UP WHAT'S AN OTHERWISE FAIRLY



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1 CONVENTIONAL BUILDING. YOU SEE HOW THE WINDOW SYSTEM CAN  
2 CREATE WINDOW SEATS AND A LOT OF SPACE FROM THE INTERIOR OF  
3 THE UNITS. A SHOT LOOKING FROM THE NORTH. YOU CAN SEE HOW THE  
4 CORNER OF FIRST AND GRAND COMPLEMENTS DISNEY HALL ACROSS THE  
5 STREET. A SHOT FROM OLIVE STREET, WHICH, OF COURSE, IS JUST  
6 DIVIDES TWO PARKING LOTS NOW. OLIVE STREET WILL BECOME A VERY  
7 BUSY PEDESTRIAN ORIENTED RETAIL STREET ONCE THE SITE IS  
8 DEVELOPED. AND THEN THERE IS THE ENTRY TO THE PARKING GARAGE  
9 AND A PEDESTRIAN ENTRY IN THE MIDDLE OF THE BLOCK. AND,  
10 FINALLY, A PERSPECTIVE FROM THE DISTANCE FROM THE NORTH OF HOW  
11 THE SITE WOULD LOOK ARRAYED AGAINST THE SKYLINE OF DOWNTOWN.  
12 AND SO NOT ONLY IS IT NOT OVERWHELMING BUT WHAT I THINK IT  
13 REALLY ATTEMPTS TO DO, AND WE BELIEVE SUCCEEDS, IS CREATING A  
14 SPECIAL PLACE AND THAT WAS CERTAINLY ONE OF THE CHARGES THAT  
15 WE AND THE ARCHITECT HAD FROM THE BEGINNING. SO, AGAIN, WE'RE  
16 HAPPY TO ANSWER ANY QUESTIONS THAT YOU MIGHT HAVE.

17

18 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY, SUPERVISOR MOLINA, DO YOU  
19 WANT TO ADD ANYTHING?

20

21 **SUP. MOLINA:** NO. THE ITEM IS BEFORE US. IT WAS APPROVED  
22 UNANIMOUSLY BY THE J.P.A.

23

24 **SUP. YAROSLAVSKY, CHAIRMAN:** YEAH. IS THE ONLY ITEM BEFORE US  
25 IS THE APPROVAL OF THE CONCEPTUAL DESIGN, IS THAT...?



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1

2 **SUP. MOLINA:** THE SCHEMATIC DESIGN.

3

4 **SUP. YAROSLAVSKY, CHAIRMAN:** THE SCHEMATIC. THERE'S NO OTHER--  
5 NO CHANGES IN ANY OF THE OTHER PROVISIONS OF THE...

6

7 **C.A.O. JANSSEN:** NO, IT'S JUST THE DESIGN.

8

9 **SUP. YAROSLAVSKY, CHAIRMAN:** YEAH. I JUST WANT TO SAY, I DID--  
10 I WAS ONE OF THE PEOPLE WHO SAW THE MODEL AND I JUST WANT TO  
11 COMMEND THE WORK YOU GUYS HAVE DONE ON THIS, BOTH YOU AND MR.  
12 GARY, YOUR ARCHITECT. I THINK IT'S A REALLY DYNAMIC DESIGN AND  
13 NOT ONLY ON THE GRAND AVENUE SIDE AND ON THE FIRST STREET SIDE  
14 BUT ODDLY ENOUGH ON THE SECOND STREET SIDE, WHICH I THOUGHT  
15 WAS IMPOSSIBLE TO MAKE INTERESTING. WHAT'S INTERESTING ABOUT  
16 SECOND STREET? BUT NOW IT IS, WITH YOUR PLAN. SO I THINK  
17 YOU'RE ON THE RIGHT TRACK. WE GOT A LOT OF OPPORTUNITIES YET  
18 TO GO BUT-- TO BUILD ON THIS BUT CONGRATULATIONS ON THIS.  
19 ANYBODY ELSE, MR. ANTONOVICH?

20

21 **SUP. ANTONOVICH:** RECENT PRESS REPORTS HAVE BEEN REPORTED THAT  
22 THE DEVELOPER AND THE ARCHITECT HAVE CLASHED RELATIVE TO THE  
23 PROJECT, "SOMETIMES BITTERLY" WAS THE QUOTE. IS THIS TRUE AND  
24 DOES THIS IMPACT YOUR ABILITY TO COMPLETE THE PROJECT ON TIME  
25 AND WITHIN BUDGET?



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1

2 **BILL WHITTY:** SUPERVISOR, I DON'T THINK I'VE EVER WORKED ON A  
3 PROJECT WHERE WE HAVEN'T "CLASHED" WITH THE ARCHITECT. NOT  
4 ONLY HAS IT NOT, I THINK, HINDERED US BUT THERE'S ANOTHER  
5 COMPONENT OF THAT ARTICLE WHICH I THINK MAKES, IN HINDSIGHT,  
6 WHAT I CAN SAY IS A CORRECT STATEMENT THAT THE END PRODUCT IS  
7 PROBABLY BETTER OFF BECAUSE THERE HAS BEEN A BACK AND FORTH.  
8 AND I COMMEND GARY PARTNERS FOR PRODUCING THE SCHEME THAT YOU  
9 SEE BEFORE US BECAUSE I THINK IT'S A REALLY CREATIVE APPROACH  
10 TO THE CHALLENGE THAT WE HAD.

11

12 **SUP. ANTONOVICH:** IT'S REPORTED A SECOND ARCHITECTURAL FIRM WAS  
13 BROUGHT IN TO ASSIST. DOES THIS ALSO IMPACT YOUR ABILITY TO  
14 COMPLETE THE PROJECT ON TIME?

15

16 **BILL WHITTY:** YEAH. A SECOND ARCHITECT IS BRINGING H.K.S.  
17 PARTNERS TO DO THE WORKING DRAWINGS AND, FRANKLY, THE  
18 PRINCIPLE REASON FOR THAT, AS YOU SUGGEST, DEALT WITH SCHEDULE  
19 BUT NOT BECAUSE OF A CLASH BUT BECAUSE GARY PARTNERS IS SO  
20 BUSY WITH SO MANY PROJECTS, I THINK WE COLLECTIVELY FELT, TO  
21 STAY ON AN EFFICIENT TIMETABLE, THAT IT WOULD BE BEST FOR ALL  
22 PARTIES.

23

24 **SUP. ANTONOVICH:** AND WITHIN BUDGET.

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 **BILL WHITTY:** AND WITHIN BUDGET.

2

3 **SUP. ANTONOVICH:** THE CHANGE OF ONE LANDSCAPE FIRM FOR ANOTHER,  
4 DOES THAT IMPACT YOUR ABILITY OR THE BUDGET?

5

6 **BILL WHITTY:** THAT WAS ACTUALLY A MISSTATEMENT. THERE REALLY  
7 WASN'T A CHANGE OF THE LANDSCAPE FIRM. THE OLIN PARTNERSHIP  
8 FIRM WAS RETAINED TO WORK ON THE ORIGINAL SITE PLAN AND HAD A  
9 LOT OF INPUT INTO IT. NANCY POWERS' FIRM IS BEING BROUGHT IN  
10 TO REALLY DO THE SPECIFICATIONS OF THE PLANTING AND THE  
11 LANDSCAPING. IT REALLY ISN'T A CHANGE. THAT WAS ACTUALLY NOT  
12 ACCURATE.

13

14 **SUP. ANTONOVICH:** HAVE YOU SIGNED A LEASE OR RECEIVED A LETTER  
15 OF INTENT FROM APPLE COMPUTER, OFTEN MENTIONED AS A LIKELY  
16 TENANT?

17

18 **BILL WHITTY:** NO.

19

20 **SUP. ANTONOVICH:** HOW ABOUT A LETTER OF INTENT FROM A MAJOR  
21 BOOKSTORE?

22

23 **BILL WHITTY:** NO.

24



The Meeting Transcript of  
The Los Angeles County Board of Supervisors

1 **SUP. ANTONOVICH:** HOW ABOUT A LETTER OR LEASE FROM A  
2 SUPERMARKET?

3

4 **BILL WHITTY:** NO.

5

6 **SUP. ANTONOVICH:** WHAT IS YOUR TIME FRAME ON GETTING THOSE  
7 LETTERS?

8

9 **BILL WHITTY:** AS SOON AS POSSIBLE. WE FIND THAT, ON ANY RETAIL  
10 PROJECT, LET ALONE ONE THIS COMPLICATED, IT TAKES TIME,  
11 ESPECIALLY THIS EARLY IN THE PROCESS WHEN THE DESIGN IS STILL  
12 BEING WORKED, OUT TO FORMALLY EXECUTE LETTERS OF INTENT. IT'S  
13 QUITE NORMAL FOR THAT TO TAKE AWHILE BUT WE'RE-- WE FEEL WE'RE  
14 IN A PRETTY GOOD PLACE NOW.

15

16 **SUP. ANTONOVICH:** HAS THE ARCHITECT RESOLVED THE GLAZING OR  
17 OTHER MATERIALS WHICH WOULD BE USED TO ACHIEVE THE INTENDED  
18 SHADING OF THE WINDOWS OF THE PRIMARY HOTEL CONDO PROJECT?

19

20 **BILL WHITTY:** WE ARE STILL IN THE PROCESS OF FINALIZING-- WELL,  
21 A COUPLE OF THINGS. FIRST OF ALL, THERE IS A STUDY UNDERWAY  
22 RIGHT NOW WITH THE SAME FIRM THAT DID THE GLARE STUDY FOR  
23 DISNEY HALL. IT SHOULD BE AVAILABLE IN ABOUT 3 TO 4 WEEKS.  
24 WHEN WE COMPLETE DESIGN DEVELOPMENT DRAWINGS OVER THE NEXT SIX



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1 MONTHS, WE ARE ALSO OBLIGED TO COME BACK WITH MATERIALS AND A  
2 LANDSCAPE PLAN AND AN ART PLAN.

3

4 **SUP. ANTONOVICH:** THE GUIDELINES OF THE CITY'S COMMUNITY  
5 REDEVELOPMENT AGENCY, THEY PROHIBIT THE USE OF REFLECTIVE  
6 GLASS?

7

8 **BILL WHITTY:** THEY DISCOURAGE THE USE OF REFLECTIVE GLASS AND  
9 IT WAS FRANKLY WITH THEIR INPUT, IN PART, THAT WE ARE  
10 CONDUCTING THIS STUDY.

11

12 **SUP. ANTONOVICH:** SO WHO WOULD PREVAIL IN A CONFLICT OR  
13 DIFFERENCES OF OPINION?

14

15 **BILL WHITTY:** WELL, I'LL STAND CORRECTED ON THIS BUT I THINK  
16 EACH OF THE AUTHORIZING BODIES HAVE TO APPROVE SO....

17

18 **SUP. ANTONOVICH:** SO THEY HAVE TO GO ALONG WITH...

19

20 **BILL WHITTY:** RIGHT.

21

22 **SUP. ANTONOVICH:** THE ELEVATIONS ALONG FIRST, OLIVE AND SECOND  
23 STREET APPEAR TO BE SUFFERING FROM THE DESIGNER'S FOCUS ON  
24 GRAND AVENUE. WHAT IS RELATED DOING TO ADDRESS THIS AESTHETICS  
25 ALONG THE STREETS, PARTICULARLY IN TERMS OF MAKING IT MORE



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1 PEDESTRIAN FRIENDLY, GIVEN THE NUMBER OF DRIVEWAYS AND CHANGES  
2 IN ELEVATION?

3

4 **BILL WHITTY:** ACTUALLY, I'M NOT SURE I AGREE WITH THAT  
5 ASSESSMENT. I THINK PART OF THE ISSUE IS, WHEN YOU'RE LOOKING  
6 AT A MODEL, AND IT'S ONLY A MODEL, BECAUSE THERE IS A GREATER  
7 MASSING ALONG OLIVE STREET, IT CAN APPEAR THAT WAY BUT, IN  
8 FACT, I THINK, WHEN YOU SEE THE FINAL LANDSCAPE PLAN AND SOME  
9 OF THE MATERIALS AND DETAILS, THAT IT WILL LOOK QUITE DYNAMIC  
10 AND MUCH MORE PEDESTRIAN FRIENDLY ON THOSE BLOCKS. IT IS,  
11 HOWEVER, UNAVOIDABLE THAT YOU HAVE A CURB CUT FOR THE PARKING  
12 GARAGE, WHICH IS, OF COURSE, YOU DON'T AND WOULDN'T BE ALLOWED  
13 TO ON GRAND AVENUE.

14

15 **SUP. ANTONOVICH:** WILL ANY OF THE BUILDINGS IN PHASE I BE GREEN  
16 BUILDINGS? AND DO YOU INTEND TO SEEK ANY L.E.E.D.  
17 CERTIFICATIONS?

18

19 **BILL WHITTY:** YES, WE DO. WE ARE WORKING OUT THE LEVEL OF  
20 L.E.E.D. DESIGNATION, BUT WE DO INTEND TO SEEK A L.E.E.D.  
21 DESIGNATION.

22

23 **SUP. ANTONOVICH:** AND IT WILL NOT IMPACT THE COST OR DESIGN OF  
24 THE BUILDINGS AND THE CONSTRUCTION SCHEDULE?

25



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1 **BILL WHITTY:** IT CERTAINLY WILL NOT IMPACT THE CONSTRUCTION  
2 SCHEDULE AND WE BELIEVE IT CAN BE ACCOMMODATED WITHIN THE COST  
3 BECAUSE, FRANKLY, WITH HIGH-RISE BUILDINGS NOW, A LARGE NUMBER  
4 OF THE THINGS THAT YOU HAVE TO DO TO GET THAT DESIGNATION, YOU  
5 ALREADY HAVE TO DO TO MEET CODE.

6

7 **SUP. ANTONOVICH:** DO YOU HAVE ANY PLANS TO INCLUDE A CHILDCARE  
8 CENTER IN PHASE I?

9

10 **BILL WHITTY:** NO.

11

12 **SUP. ANTONOVICH:** DO YOU HAVE ANY PLANS FOR A CHILDCARE CENTER  
13 IN ANY FUTURE PHASE?

14

15 **BILL WHITTY:** WE DON'T KNOW YET.

16

17 **SUP. ANTONOVICH:** WHEN DO YOU FIND THAT DECISION...

18

19 **BILL WHITTY:** WELL, WE HAVEN'T REALLY FOCUSED ON THE SPECIFIC  
20 PLANS FOR PHASES 2 OR 3 YET. I MEAN, WE HAVE TO GET AN  
21 APPROVABLE, DELIVERABLE DEAL ON PHASE I FIRST.

22

23 **SUP. ANTONOVICH:** DOES RELATED INTEND TO APPROACH THE COUNTY  
24 AND REQUEST TO REPHASE THE PROJECT?

25



**The Meeting Transcript of  
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1 **BILL WHITTY:** WE HAVE NO INTENTION TO DO SO AT THIS TIME.

2

3 **SUP. ANTONOVICH:** AND GIVEN PUBLIC CONCERNS ABOUT LOCAL  
4 GOVERNMENT SUBSIDIZING PRIVATE DEVELOPMENT PROJECTS, ARE YOU  
5 WILLING TO COMMIT THAT RELATED WOULD NOT REQUEST FUNDING FOR  
6 DIRECT SUBSIDIES FROM THE COUNTY OR CITY OR FEE CREDITS OR  
7 WAIVERS OR CREDITS OR WAIVERS OF LOCAL TAXES?

8

9 **BILL WHITTY:** WELL, WE ALREADY HAVE-- IF YOU'RE SAYING IN  
10 ADDITION TO THOSE THAT ARE ALREADY APPROVED, BASED ON WHAT WE  
11 KNOW TODAY, WE DON'T EXPECT TO ASK FOR ADDITIONAL ASSISTANCE.

12

13 **SUP. ANTONOVICH:** MR. JANSSEN, ARE YOU CONCERNED THAT CHANGES  
14 IN THE CONSULTING TEAM WOULD BRING IN A SECOND DESIGN  
15 ARCHITECT AND A NEW LANDSCAPE ARCHITECT WHICH COULD LEAD TO  
16 COST OVERRUNS OR DELAYS IN THE SCHEDULE?

17

18 **C.A.O. JANSSEN:** NO, WE'RE NOT, MR. CHAIRMAN, SUPERVISOR. WE  
19 AGREE WITH MR. WHITTY THAT THE PROJECT IS ON TRACK, ON BUDGET.

20

21 **SUP. ANTONOVICH:** AND OVER THE PAST YEAR OR TWO, WE'VE  
22 ENCOUNTERED, IN OTHER PROJECTS, DELAYS BECAUSE OF THE RISING  
23 CONSTRUCTION COSTS. DO WE EXPECT THAT TO HAPPEN ON THIS  
24 PROJECT?

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 **C.A.O. JANSSEN:** I THINK THAT THEY HAVE ALREADY ACCOUNTED FOR  
2 THE SIGNIFICANT INCREASE IN COST BECAUSE OF THE TIMING OF THE  
3 PROJECT. THIS WOULD HAVE BEEN NICE TO HAVE BEEN BUILT FIVE  
4 YEARS AGO, BUT THEY'VE ALREADY ACCOUNTED FOR WHAT WE THINK ARE  
5 THE ANTICIPATED INCREASED COSTS OF THE PROJECT.

6

7 **SUP. ANTONOVICH:** AND HAVE YOU BEEN APPROACHED BY POTENTIALLY  
8 RE-PHASING THE GRAND AVENUE PROJECT?

9

10 **C.A.O. JANSSEN:** NO.

11

12 **SUP. ANTONOVICH:** AND, IN RECENT ACTIONS OF OUR BOARD, WE  
13 DIRECTED STAFF TO INVESTIGATE REQUIRING ALL COUNTY PROJECTS TO  
14 SEEK L.E.E.D. CERTIFICATION. IS THAT REQUIREMENT BEING  
15 CONSIDERED FOR THIS PROJECT?

16

17 **C.A.O. JANSSEN:** YES.

18

19 **SUP. ANTONOVICH:** WHAT PROGRESS HAS BEEN MADE ON THE CIVIC  
20 PARK?

21

22 **SUP. MOLINA:** MR. WHITTY CAN TELL US.

23

24 **C.A.O. JANSSEN:** RIGHT.

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 **BILL WHITTY:** AS WE EXPLAINED DURING THE JOINT POWERS AUTHORITY  
2 MEETING, WE HAVE BEGUN THESE SCHEMATIC DESIGN PROCESS AND ARE  
3 WELL UNDERWAY WITH THE FIRST STEP OF THAT, HAVING RETAINED A  
4 CIVIL ENGINEER TO STUDY THE COST AND PLANS FOR SOME OF THE  
5 INFRASTRUCTURE IMPROVEMENTS; NOTABLY, THE CHANGING OF THE  
6 RAMPS AND BASICALLY THE INFRASTRUCTURE FOR THE WHOLE PROJECT.  
7 WE EXPECT TO HAVE A COMPLETED SCHEMATIC DESIGN BY THE EARLY  
8 FALL.

9

10 **SUP. ANTONOVICH:** IN MY DISCUSSIONS WITH MEMBERS OF THE  
11 JUDICIARY AND LEGAL COMMUNITY, THERE'S CONCERN ABOUT PARKING,  
12 BOTH SHORT-TERM AND LONG-TERM FOR JURORS AND OTHERS. WHAT ARE  
13 WE DOING TO ENSURE THAT THAT PARKING WILL ALWAYS BE AVAILABLE  
14 FOR THOSE WHO WORK WITHIN OUR COURTS AND ARE CALLED UPON TO  
15 SERVE OUR COURTS AS JURORS?

16

17 **C.A.O. JANSSEN:** WE BELIEVE AND, JOHN, CORRECT ME IF I AM  
18 WRONG, WE BELIEVE THAT THERE'S ADEQUATE PARKING DOWNTOWN NOW  
19 TO DEAL WITH OUR OBLIGATION TO THE JURORS AND THE COURTS. PART  
20 OF...

21

22 **SUP. ANTONOVICH:** NO, NO, NO, NO, NO. I'VE SERVED ON JURY DUTY  
23 AND THERE'S STILL A CONCERN.

24



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 **C.A.O. JANSSEN:** WELL, I DIDN'T SAY THERE WASN'T A CONCERN BUT  
2 THERE IS ADEQUATE PARKING. NOW, IT MAY NOT BE ADJACENT.

3

4 **SUP. ANTONOVICH:** BUT WHEN WE'RE TALKING ABOUT PEOPLE WHO NOT  
5 NECESSARILY ARE ACTIVE MEMBERS IN THEIR NEIGHBORHOOD GYM AND  
6 YOU CONSIDER THE TYPE OF GEOGRAPHY THAT THIS FACILITY IS  
7 LOCATED ON IN THE HILLS, IT'S NOT CONVENIENT FOR SOME OF THE  
8 OLDER PEOPLE.

9

10 **C.A.O. JANSSEN:** WELL, WE HAVE PARKING THAT'S NOT, I BELIEVE  
11 LOT-- WHAT'S THE LOT? GET UP HERE, JOHN, AND ANSWER THE  
12 QUESTION. JOHN EDMUNDSON OF MY STAFF.

13

14 **JOHN EDMUNDSON:** THE PARKING FOR THE JURORS WILL BE MOVED TO  
15 DISNEY CONCERT HALL AND THE CRIMINAL COURTS BUILDING WILL USE  
16 AUTO PARK TEN, WHICH IS COURT OF FLAGS.

17

18 **SUP. ANTONOVICH:** USE WHICH?

19

20 **JOHN EDMUNDSON:** COURT OF FLAGS.

21

22 **C.A.O. JANSSEN:** IMMEDIATELY IN THE NEXT BLOCK.

23



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 **SUP. ANTONOVICH:** AND THERE WILL BE ADEQUATE TEMPORARY AND  
2 LONG-TERM PARKING THAT THE PARKING NEEDS WILL ALWAYS BE A  
3 PRIORITY?

4

5 **JOHN EDMUNDSON:** THE COUNTY IS REQUIRED TO PROVIDE PARKING FOR  
6 JURORS AND, UNDER THE CURRENT COURTHOUSE CONFIGURATION, THE  
7 ANSWER IS YES.

8

9 **SUP. ANTONOVICH:** BECAUSE ONE OF THE PROBLEMS WITH THE COURTS  
10 IS, IF THEY HAVE A DELAY IN GETTING JURORS TO THE COURTROOM,  
11 THAT DELAYS THE TRIAL AND YOU KNOW THE DELAYS THAT WE HAVE.  
12 ALSO, THE COURTS HAVE NOT BEEN -- ARE NOT IN-- THERE ARE NO  
13 PLANS TO MOVE THE COURT. THERE IS NO FUNDING AVAILABLE TO  
14 BUILD A NEW COURTHOUSE AND THE-- THERE ARE SOME MEMBERS OF THE  
15 JUDICIARY WHO THOUGHT THERE IS NOT ENOUGH FORETHOUGHT IN THE  
16 PROJECT BECAUSE OF THE IMPACT. THERE WAS SOME DISCUSSION THAT  
17 THE COURT WOULD BE REPLACED BUT THAT'S NOT IN THE LONG-TERM  
18 PLAN WITH FUNDING AVAILABLE AT THE STATE LEVEL AT THIS TIME OR  
19 IN THE NEAR FUTURE.

20

21 **C.A.O. JANSSEN:** THAT'S CORRECT. THE COST TO REPLACE THE MAIN  
22 COURTHOUSE IS GOING TO BE CLOSE TO 7 OR \$800 MILLION AND IT'S  
23 NOT IN THE PRIORITY LIST OF THE STATE AT THIS TIME BUT THE  
24 DEVELOPMENT OF THE PROJECT AND THE DEVELOPMENT OF THE PARK  
25 BOTH ARE ASSUMING AT THIS POINT THAT THE COURTS REMAIN EXACTLY



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1 WHERE THEY ARE AND I THINK, IN TERMS OF THE JURORS, THE  
2 ADDITION OF THIS PROJECT IS GOING TO BE HUGELY BENEFICIAL TO  
3 THE JURORS WHO HAVE TO COME DOWNTOWN NOW TO THIS AREA OF THE  
4 COUNTY AND, ON LUNCH BREAKS OR OTHER BREAKS, REALLY, THEIR  
5 CHOICES ARE CAFETERIA. THIS IS GOING TO BE REALLY A BENEFIT TO  
6 THE JURORS AS WELL AS TO DOWNTOWN LOS ANGELES BUT, NO, THAT  
7 COURTHOUSE IS GOING TO BE THERE FOR SOME TIME, I THINK.

8

9 **SUP. ANTONOVICH:** AND ALSO THE HALL OF ADMINISTRATION.

10

11 **C.A.O. JANSSEN:** THAT DECISION, THE HALL OF ADMINISTRATION, THE  
12 DECISION HAS TO BE MADE BEFORE NEXT SUMMER, SO YOU HAVE  
13 ANOTHER YEAR TO DECIDE WHAT TO DO ABOUT IT.

14

15 **SUP. ANTONOVICH:** RIGHT. BUT THERE'S NO FUNDING IN PLACE TODAY.

16

17 **C.A.O. JANSSEN:** WE'VE SET ASIDE, I THINK, ONLY ABOUT A HUNDRED  
18 MILLION DOLLARS TOWARD REPLACING THIS BUILDING AND IT'S GOING  
19 TO COST SUBSTANTIALLY MORE THAN THAT SO...

20

21 **SUP. ANTONOVICH:** RIGHT. AND THE COURTHOUSE AND THE HALL OF  
22 ADMINISTRATION WOULD EXCEED, TOTAL OVER A BILLION DOLLARS.

23

24 **C.A.O. JANSSEN:** YES. ABSOLUTELY. BUT, AGAIN, THE WHOLE PROJECT  
25 IS DESIGNED WITH THEM IN PLACE.



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1

2 **SUP. ANTONOVICH:** RIGHT. HOW MUCH WOULD THE RAMPS COST?

3

4 **BILL WHITTY:** IF YOU'RE TALKING ABOUT THE RAMPS ON GRAND  
5 AVENUE, THE LAST ESTIMATE WE HAD WAS IN THE ORDER OF 5 OR \$6  
6 MILLION. WE'RE REFINING THAT WITH THE ENGINEER NOW.

7

8 **SUP. ANTONOVICH:** BECAUSE THERE WERE ESTIMATES, I BELIEVE, WAS  
9 IT 25 MILLION AND YOU INDICATED IT WOULD BE, I THINK, AT THE  
10 TIME, AT THE LAST HEARING, YOU SOUGHT APPROXIMATELY 7 MILLION.

11

12 **BILL WHITTY:** YEAH. I NEVER HEARD OF 25 MILLION. EARLY ON,  
13 BEFORE WE GOT STARTED, WE HEARD OF ESTIMATES AROUND 12 OR 13  
14 MILLION. AND I'D SAY, I DON'T KNOW EXACTLY, BETWEEN 5, 6, 7,  
15 IN THAT RANGE, IS, I THINK, PROBABLY APPROPRIATE.

16

17 **SUP. ANTONOVICH:** THANK YOU.

18

19 **SUP. YAROSLAVSKY, CHAIRMAN:** ALL RIGHT. ANY OTHER-- SUPERVISOR  
20 KNABE?

21

22 **SUP. KNABE:** NO, I JUST, I WANTED TO ADD, I, TOO, HAD THE  
23 PRIVILEGE OF VIEWING THE MODEL AND WAS VERY HAPPY WITH WHAT  
24 THEY WERE ABLE TO COME UP WITH, SOME REALLY THINKING OUTSIDE  
25 OF THE BOX AND REALLY SOME GREAT OPPORTUNITIES AND CREATIVE



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1 OPPORTUNITIES. THE ACTION BEFORE US TODAY THOUGH IS JUST THE  
2 SCHEMATIC ITSELF, RIGHT? THE DECISION, AS IT RELATES TO SOME  
3 OTHER PLACEMENTS, WHETHER THIS HAS TO BE MADE BY NEXT SUMMER,  
4 SO THAT'S STILL IN THE MIX AND WE STILL WOULD HAVE ANOTHER  
5 LOOK AT THAT, IS THAT CORRECT?

6

7 **C.A.O. JANSSEN:** THAT'S CORRECT.

8

9 **SUP. KNABE:** OKAY. BUT, ANYWAY, I THINK THEY'VE DONE AN  
10 ADMIRABLE JOB IN-- THIS CAN BE AN EXCITING OPPORTUNITY FOR  
11 DOWNTOWN HERE.

12

13 **SUP. YAROSLAVSKY, CHAIRMAN:** SUPERVISOR BURKE.

14

15 **SUP. BURKE:** I DO THINK THIS IS A VERY EXCITING OPPORTUNITY. I  
16 HAVE TAKEN AN OPPORTUNITY TO LOOK AT BOTH MODELS, THE EARLY  
17 MODEL AND THEN, A COUPLE WEEKS AGO, I WENT OUT TO REVIEW THE  
18 FINAL MODEL. OF COURSE, I ALSO THINK IT WOULD BE GREAT IF WE  
19 COULD HAVE THIS ADMINISTRATION BUILDING WHERE YOU HAVE THE  
20 COURT OF FLAGS AT THIS POINT AND I THINK IT WOULD BE AN  
21 OPPORTUNITY FOR US TO HAVE A REAL CIVIC CENTER WHERE THE  
22 COUNTY BUILDING, ADMINISTRATION BUILDING FACES THE CITY HALL  
23 AND I KNOW THAT MR. GARY HAS COME UP WITH SOME GREAT IDEAS  
24 THAT WAY BUT THIS IS A REAL STEP FORWARD FOR DOWNTOWN LOS  
25 ANGELES AND IT'S GOING TO MAKE THE DIFFERENCE BETWEEN LOS



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1 ANGELES AS A CITY AND AS AN INTERNATIONAL CITY, BECAUSE WE  
2 HAVE SO MANY ATTRACTIONS HERE, IT'S JUST A MATTER WE NEED TO  
3 CATCH UP WITH ALL OF THE THINGS THAT ARE HAPPENING AND IT'S  
4 TIME.

5

6 **SUP. MOLINA:** MR. CHAIRMAN, I APPRECIATE ALL THE COMMENTS. AS  
7 YOU LOOK AT THE MODEL, YOU REALLY CAN SEE, AS SOMEBODY SAID,  
8 VERY DYNAMIC. WHAT'S INTERESTING ABOUT IT, IT'S VERY UNIQUE  
9 THAT THERE'S NO OTHER FACILITY, NO OTHER AREA IN DOWNTOWN LIKE  
10 THAT. IT IS GOING TO BE PEDESTRIAN FRIENDLY, IT IS GOING TO  
11 HAVE LANDSCAPING THAT I THINK IS GOING TO PROVIDE A REAL  
12 OPPORTUNITY FOR PEOPLE TO BE INVITED IN. MOST OF THE BUILDINGS  
13 THAT WE'VE CREATED DOWNTOWN ARE THESE WALLED STRUCTURES THAT  
14 YOU CAN'T FIND YOUR WAY IN. IN MANY INSTANCES, SOME OF THEM  
15 HAVE NICE COURTYARDS AND ALL IN THE MIDDLE BUT YOU CAN'T FIND  
16 YOUR WAY IN. THEY'RE LOOKING AT ALL OF THOSE THINGS. THEY'VE  
17 BEEN WORKING WITH US AS WELL AND THE PARK. IT'S GOING TO BE A  
18 COMPLIMENT TO, I THINK, TO ALL OF US TO HAVE THIS GREEN SPACE  
19 ENHANCED. IT'S BETWEEN THE TWO BUILDINGS AND HOPEFULLY  
20 EVENTUALLY WE'RE GOING TO HAVE AN OPPORTUNITY TO DEAL ON A  
21 MUCH LARGER BUT I REALLY WANT TO COMMEND THE RELATED COMPANIES  
22 BECAUSE THIS HAS BEEN A REAL CHALLENGE FOR THEM, NOT JUST A  
23 CHALLENGE OF WORKING WITH VERY CREATIVE ARCHITECTS THAT  
24 PROBABLY MAKE THE EXPENSES GO UP ALL OF THE TIME BUT WORKING  
25 COLLABORATIVELY AND REALLY COMING UP WITH SOMETHING THAT'S



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1 GOING TO WORK WELL FOR ALL OF US. IT'S GOING TO BE CREATIVE,  
2 IT'S GOING TO BE UNIQUE, IT IS GOING TO BE-- SOMETHING IS  
3 GOING TO BE NOT ONLY MAKE THAT SPACE DYNAMIC BUT IT'S REALLY  
4 GOING TO ADD VERY, VERY DYNAMIC OPPORTUNITY FOR ALL OF  
5 DOWNTOWN LOS ANGELES. BUT THE RELATED COMPANIES HAVE BEEN  
6 STRUGGLING WITH IT ALL AND I REALLY WANT TO APPRECIATE BILL  
7 AND THE WORK THAT HE HAS DONE AND STICKING WITH IT AND MEETING  
8 ALL OF THOSE CHALLENGES. I KNOW IT'S TOUGH BUT WE APPRECIATE  
9 HIS LEADERSHIP AND HIS WORK, AS WELL AS MARTHA, IN  
10 COORDINATING ALL OF US. SO THIS IS A BIG STEP AND WE'RE VERY,  
11 VERY PROUD TO BE HERE BUT, MORE IMPORTANTLY, WE'RE REALLY  
12 PROUD TO HAVE THE SUPPORT OF THE COUNTY BOARD OF SUPERVISORS  
13 FOR THIS PROJECT, AND I THINK, AT THE END OF THE DAY, WE'RE  
14 ALL GOING TO BE TREMENDOUSLY PROUD OF IT.

15

16 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY. THANK YOU ALL FOR YOUR  
17 CONTINUED GOOD WORK AND YOUR PATIENCE AND LOOK FORWARD TO THE  
18 NEXT STAGE. SUPERVISOR MOLINA MOVES, I WILL SECOND. WITHOUT  
19 OBJECTION...

20

21 **SUP. ANTONOVICH:** I'M GOING TO VOTE "NO" BECAUSE IT'S STILL  
22 USING PUBLIC MONEY.

23

24 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY. WITH ONE OBJECTION, MR.  
25 ANTONOVICH WILL BE RECORDED AS A "NO" VOTE, RECORD A 4-TO-1



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1 VOTE. THANK YOU ALL VERY MUCH. THAT WAS ITEM NUMBER S-1. CAN  
2 WE JUST TAKE UP ITEM 2? I DON'T THINK IT WILL TAKE LONG. MR.  
3 KNABE, YOU HELD IT. IS THAT THE LEGENDARY NELSON RISING? GOOD  
4 TO HAVE YOU HERE.

5

6 **SUP. KNABE:** I'M TRYING TO FIND MY DOCUMENT HERE. ITEM 2, I  
7 MEAN, AGAIN, I JUST GO BACK TO THE ISSUE. AS I UNDERSTAND IT,  
8 THE IMPLEMENTATION THAT P.U.C. RECOMMENDATIONS IS TO START ON  
9 JULY 1ST OF THIS YEAR AND AS IT RELATES TO THIS WHOLE SOLAR  
10 ENERGY THING AND I JUST FIND IT PREMATURE TO GO AFTER A PIECE  
11 OF LEGISLATION THAT INCLUDES A TAX WHEN YOU REALLY HAVEN'T HAD  
12 THE OPPORTUNITY TO ALLOW TO SEE WHAT'S GOING TO HAPPEN ON THIS  
13 PREVIOUS ALLOCATION OF DOLLARS. SO THAT'S...

14

15 **SUP. YAROSLAVSKY, CHAIRMAN:** I UNDERSTOOD THAT THERE HAD BEEN--  
16 MR. JANSSEN, THERE HAVE BEEN SOME AMENDMENTS ON THIS BILL  
17 SINCE THE LAST TIME WE HAD IT TWO WEEKS AGO?

18

19 **C.A.O. JANSSEN:** I'M GOING TO ASK DAVE LAMBERTSON TO RESPOND TO  
20 THAT. THERE HAVE BEEN SOME AMENDMENTS TO THE BILL. I'M NOT  
21 SURE THEY ADDRESS THE QUESTION THAT SUPERVISOR KNABE RAISED  
22 BUT WHAT CHANGES HAVE BEEN MADE TO THE BILL?

23

24 **DAVE LAMBERTSON:** DAVE LAMBERTSON, DIRECTOR OF INTERNAL  
25 SERVICES DEPARTMENT. WITH ME IS HOWARD CHOI FROM I.S.D.'S



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1 ENERGY MANAGEMENT DIVISION. SPECIFICALLY TO WHAT SUPERVISOR  
2 KNABE WAS REFERENCING, ONE CHANGE IN THE BILL WAS AN  
3 INSTRUCTION TO THE C.P.U.C. TO USE THE DATA FROM THE SAN DIEGO  
4 PILOT, THE S.D.R.E.O. PILOT, IN FORMULATING THE PROGRAM  
5 PARAMETERS. THE SPECIFIC LANGUAGE IS, "AFTER MEANINGFUL DATA  
6 IS AVAILABLE AND EVALUATED BY THE COMMISSION, THE C.P.U.C.,  
7 FROM THE SOLAR WATER HEATING PILOT PROJECT CONDUCTED BY THE  
8 SAN DIEGO REGIONAL ENERGY ORGANIZATION AND THE APPROPRIATE  
9 LEVEL AND TYPE OF INCENTIVES NEEDED TO PROMOTE THE  
10 INSTALLATION OF SOLAR WATER HEATING..." ET CETERA, ET CETERA,  
11 AND THEN DEVELOP THE PARAMETERS OF THE PROGRAM, INCLUDING THE  
12 SURCHARGE AMOUNT, INCENTIVE ALLOCATIONS, ET CETERA.

13

14 **SUP. KNABE:** BUT THE LEGISLATION STILL INCLUDES A TAX?

15

16 **DAVE LAMBERTSON:** IT INCLUDES A SURCHARGE, THE AMOUNT TO BE...

17

18 **SUP. KNABE:** A TAX. CALL IT WHAT YOU WANT.

19

20 **SUP. YAROSLAVSKY, CHAIRMAN:** ALL RIGHT. FINISH. IT INCLUDES THE  
21 SURCHARGE AND WHAT?

22

23 **DAVE LAMBERTSON:** AND AN AMOUNT FOR THE C.P.U.C. TO DETERMINE  
24 TO MEET THE 10-YEAR OBJECTIVE, THEIR ESTIMATE IS 13 CENTS PER  
25 MONTH FOR AN AVERAGE GAS BILL OF \$60 A MONTH.



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1

2 **SUP. YAROSLAVSKY, CHAIRMAN:** AND YOUR DEPARTMENT IS SUPPORTING  
3 THIS?

4

5 **DAVE LAMBERTSON:** YES.

6

7 **SUP. MOLINA:** CAN I ASK A QUESTION?

8

9 **SUP. YAROSLAVSKY, CHAIRMAN:** MS. MOLINA, YEAH.

10

11 **SUP. MOLINA:** LET ME UNDERSTAND. THIS POOL OF MONEY THAT IS  
12 GOING TO BE COLLECTED, EVEN THOUGH IT'S NOT GOING TO BE  
13 IMPLEMENTED RIGHT AWAY, WHEN WOULD IT BE IMPLEMENTED? ONCE THE  
14 MONEY IS COLLECTED.

15

16 **DAVE LAMBERTSON:** I THINK THE MOST LIKELY START DATE FOR  
17 IMPLEMENTATION OF A PROGRAM IS AUGUST 2008, THE BILL SUNSETS  
18 IN 2018 AND IT'S A 10-YEAR BILL. THEY MAY START WORK ON SOME  
19 OF THE PARAMETERS OF THE PROGRAM BEFORE THAT.

20

21 **SUP. MOLINA:** BUT, IN 2008, THEY START COLLECTING BUT AT WHAT  
22 POINT IN TIME ARE THEY GOING TO MAKE IT AVAILABLE FOR YOU TO  
23 DIP INTO IT YOURSELF?

24



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1 **DAVE LAMBERTSON:** I DON'T KNOW THE EXACT DATE OF THAT BECAUSE  
2 THEY HAVE TO DEVELOP THE PARAMETERS OF THE PROGRAM FIRST. MY  
3 BEST GUESS IS SOMEWHERE IN THE SUMMER OF 2008.

4  
5 **SUP. MOLINA:** BUT THE POINT OF THE FUND IS TO CREATE INCENTIVES  
6 FOR HOMEOWNERS TO INSTALL THIS EQUIPMENT, CORRECT?

7  
8 **DAVE LAMBERTSON:** YES, OVER A 10-YEAR PERIOD.

9  
10 **SUP. MOLINA:** OVER A 10-YEAR PERIOD.

11  
12 **DAVE LAMBERTSON:** IT'S A 10-YEAR PROGRAM.

13  
14 **SUP. MOLINA:** AND THE PILOT THAT IS GOING ON IN SAN DIEGO IS  
15 DOING WHAT? WHAT IS IT DOING?

16  
17 **DAVE LAMBERTSON:** THE PILOT IN SAN DIEGO IS A SIMILAR PROGRAM  
18 EXCEPT IT'S ON A MUCH SMALLER, WHAT I WOULD CALL A MICRO  
19 SCALE., IN COMPARISON TO THE A.B. 1470. IN THE REPORT THAT I  
20 SUBMITTED TO THE BOARD LAST WEEK, I GAVE A COMPARISON OF THE  
21 TWO PROGRAMS. THE SAN DIEGO PROGRAM WOULD ONLY TARGET 750  
22 HOMES OVER THE PERIOD OF TIME THAT IT EXISTED, AS OPPOSED TO  
23 A.B. 1470, WHICH WOULD TARGET 200,000 HOMES. AND WHILE, IN  
24 ABSTRACT, THAT MAY SEEM LIKE A LARGE NUMBER, IT IS ONLY 1.7  
25 PERCENT OF THE RESIDENCES IN CALIFORNIA THAT THEY BELIEVE THE



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1 PROGRAM WOULD BE ELIGIBLE FOR. AS I TESTIFIED THREE WEEKS AGO,  
2 I THINK, THREE WEEKS AGO, WE SUPPORT A.B. 1470 BECAUSE WE  
3 THINK, EVEN AT THAT LEVEL, IT'S 200,000 HOMES OUT OF ALL THE  
4 HOMES IN CALIFORNIA, IT'S STILL A PILOT PROGRAM, AND THAT  
5 LEVEL IS NEEDED TO INCENTIVIZE THE INDUSTRY IN ORDER TO LOWER  
6 PRICES FOR THE SOLAR HEATING INSTALLATIONS.

7

8 **SUP. MOLINA:** SO, AGAIN, THAT'S WHAT WE THINK IS GOING TO  
9 HAPPEN? BY CREATING THE INCENTIVES, IT IS GOING TO BRING DOWN  
10 THE PRICE?

11

12 **DAVE LAMBERTSON:** YES. THAT'S THE THEORY.

13

14 **HOWARD CHOI:** THAT'S ALSO THE THEORY IN THE SOLAR POWER BILL,  
15 S.B. 1, THAT WAS PASSED 10 TIMES BIGGER WITH THE GOAL OF  
16 CREATING A LARGE ENOUGH SOLAR POWER MARKET TO BRING THE  
17 INSTALLATION COSTS DOWN.

18

19 **SUP. MOLINA:** AND HAVING BEEN INVOLVED IN THE LEGISLATURE THE  
20 LAST TIME AROUND WHEN SOLAR POWER INCENTIVES WERE PUT IN PLACE  
21 AND, UNFORTUNATELY, I MEAN, IN THE LONG RUN, THEY DIDN'T  
22 SUCCEED. WHY, BY COMPARISON TO THAT, WHY WOULDN'T THIS HAVE  
23 SOME OF THE SAME PROBLEMS?

24



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1 **DAVE LAMBERTSON:** IF THE PROBLEMS YOU'RE REFERENCING ARE KIND  
2 OF THE BIG UGLY BULKY NONEFFECTIVE UNITS THAT SET ON PEOPLE'S  
3 HOUSES...

4  
5 **SUP. MOLINA:** NONEFFECTIVE, I THINK, WAS THE RIGHT WORD BESIDES  
6 UGLY AND BULKY.

7  
8 **DAVE LAMBERTSON:** I THINK THE SHORT ANSWER IS IT'S BEEN 30  
9 YEARS SINCE THAT PROGRAM WAS INITIATED. TECHNOLOGY HAS  
10 CHANGED. THERE ARE MULTIPLE SOLAR INSTALLATIONS NOW. THEY'RE  
11 MUCH MORE EFFICIENT SO THEY'VE JUST GOTTEN BETTER.

12  
13 **SUP. MOLINA:** BUT IN THE ANALYSIS THAT WAS DONE BEFORE, THERE  
14 WERE VERY FEW PEOPLE WHO DID PARTICIPATE IN THAT, NOT ONLY  
15 BECAUSE IT WAS BULKY AND SO ON, BUT IT DIDN'T CREATE THE  
16 INCENTIVES TO AT LEAST HAVE THIS TECHNOLOGY PROGRESS AT THAT  
17 TIME. AND I GUESS I'M CONCERNED AS TO-- I DON'T MIND  
18 COLLECTING THE MONEY. IT IS A SMALL AMOUNT OF MONEY AND I  
19 THINK IT'S A GOOD PROGRAM TO DO-- TO BRING THIS TECHNOLOGY.  
20 BUT I GUESS I'M TRYING TO UNDERSTAND IS WHAT PROTECTIONS WE'RE  
21 GOING TO HAVE OF IT REALLY BEING THE KIND OF MODELING THAT IS  
22 GOING TO CREATE A SUCCESSFUL INCENTIVE FOR BASIC FOLKS TO GET  
23 THIS. I MEAN, IT MAY BECOME CHEAPER, I DON'T KNOW. BUT WE  
24 DON'T KNOW WHAT IT COSTS NOW, RIGHT?

25



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1 **DAVE LAMBERTSON:** TO DO AN INSTALLATION? YES, WE DO.

2

3 **SUP. MOLINA:** HOW MUCH DOES IT COST NOW IN SAN DIEGO?

4

5 **DAVE LAMBERTSON:** IT'S \$3,000 FOR A NEW HOME. IT'S \$6,000 FOR  
6 AN EXISTING HOME, ON AVERAGE FOR AN INSTALLATION.

7

8 **SUP. MOLINA:** AND, UNDER THE SAN DIEGO MODEL, WHAT KIND OF  
9 INCENTIVE ARE THEY CREATING THERE?

10

11 **HOWARD CHOI:** IT WOULD BE ABOUT 20 PERCENT OF THE COST.

12

13 **SUP. MOLINA:** SO DO YOU THINK THAT THE MODEL THAT THEY WOULD  
14 CREATE FROM-- FOR THE STATE WOULD BE A SIMILAR ONE?

15

16 **HOWARD CHOI:** YES, I BELIEVE THAT IT WOULD BE.

17

18 **SUP. MOLINA:** AND SO THE SAVINGS IN SOLAR WOULD BE WHAT  
19 PERCENTAGE? IF YOU INVESTED IN THE \$6,000...

20

21 **DAVE LAMBERTSON:** IN THE SAN DIEGO PILOT, IN AGGREGATE, WE  
22 EXPECT THERE TO BE \$150,000 IN ANNUAL GAS SAVINGS.

23

24 **SUP. MOLINA:** WHAT ABOUT THE INDIVIDUAL?

25



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1 **DAVE LAMBERTSON:** AN INDIVIDUAL HOME SAVES ABOUT \$220 A YEAR,  
2 AS I RECALL.

3

4 **HOWARD CHOI:** RIGHT. TWO TO \$300 A YEAR.

5

6 **SUP. MOLINA:** SO, THEN, FOR A \$6,000 AVERAGE, EVEN IF YOU  
7 DEDUCTED THE 20 PERCENT, HOW LONG WOULD IT-- HOW MANY YEARS  
8 WOULD TAKE IT TO REALLY BRING THAT BACK?

9

10 **HOWARD CHOI:** YOU COMBINE THAT WITH THE EXISTING FEDERAL TAX  
11 CREDIT FOR SOLAR INSTALLATION, WHICH BRINGS IT DOWN TO A SEVEN  
12 TO 10-YEAR PAYBACK PERIOD.

13

14 **SUP. MOLINA:** A WHAT?

15

16 **HOWARD CHOI:** 7 TO 10 YEARS.

17

18 **SUP. MOLINA:** AND WOULD THE \$200 ANNUAL SAVINGS BE ABLE TO PAY  
19 IT BACK?

20

21 **HOWARD CHOI:** YES, THE 7 TO 10 YEARS WITH THE \$200 TO \$250  
22 ANNUAL SAVINGS GETS YOU TO THE 7 TO 10 YEAR PAYBACK WHICH THE  
23 STATE BELIEVE IS KIND OF THE SWEET SPOT TO MAKE THIS MARKET  
24 GO.

25



**The Meeting Transcript of  
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1 **SUP. KNABE:** MR. CHAIRMAN?

2

3 **SUP. YAROSLAVSKY, CHAIRMAN:** MR. KNABE?

4

5 **SUP. KNABE:** I THINK SUPERVISOR MOLINA'S COMMENT ABOUT, YOU  
6 KNOW, WHAT THE VALUE OF THIS IS AND ARE WE GOING TO GET THIS  
7 OR GET THAT FOR THOSE KINDS OF COLLECTIONS IS EXACTLY THE  
8 REASON THAT I'M HAVING A HARD TIME WITH THIS PIECE OF  
9 LEGISLATION WHEN YOU HAVE AN EXISTING COMMITMENT OF DOLLARS  
10 BEING MADE BY THE P.U.C. TO TEST THIS TO SEE IF IT IS GOING TO  
11 RESULT IN THE KIND OF PROGRAMS THAT, YOU KNOW, WOULD-- HERE  
12 YOU'RE ASKING, YOU SAY THEY'RE GOING TO START COLLECTING IN  
13 AUGUST 2008. THE END OF THIS PROGRAM IS NOT UNTIL DECEMBER  
14 2008. IT WILL TAKE PROBABLY MONTHS FOR THE DATA TO BE  
15 COLLECTED AND YOU WILL ALREADY BE COLLECTING. IF THIS  
16 PARTICULAR SAN DIEGO EXAMPLE IS NOT A SUCCESS, YOU STARTED  
17 TAKING ON THE BACK OF TAXPAYERS. I MEAN, I JUST HEARD YOU SAY  
18 THAT YOU TESTIFIED IN SUPPORT OF 1470. THIS BOARD HASN'T TAKEN  
19 A POSITION YET. AND I JUST THINK THAT YOU START COLLECTING  
20 MONEY BEFORE YOU HAVE A TEST CASE THAT'S EVEN-- SO IF YOU ROLL  
21 IT INTO THE LEGISLATION, BIG DEAL, BECAUSE, YOU KNOW, IF YOU  
22 START COLLECTING IN AUGUST 2008, THIS TEST CASE STARTS JULY  
23 FIRST, JUST A COUPLE WEEKS FROM NOW, GOES THROUGH DECEMBER  
24 2008, YOU WON'T GET THE RESULTS PROBABLY UNTIL SPRING OF 2009.  
25 BUT YET YOU'VE BEEN COLLECTING FOR NINE MONTHS. AND WHETHER



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1 YOU'VE GOT A SUCCESSFUL PROGRAM-- SO I SUPPORT THIS WHOLE  
2 SOLAR HEATING THING. I'M JUST SAYING, WE'VE GOT AN OPPORTUNITY  
3 THAT THE P.U.C. HAS GIVEN US, WHY NOT LOOK AT THE RESULTS OF  
4 THAT BEFORE WE ADVOCATE PLACING A, I CALL IT A TAX, YOU CALL  
5 IT A SURCHARGE, ON THE BACKS OF TAXPAYERS IF YOU DON'T KNOW IF  
6 THIS PROGRAM IS GOING TO BE SUCCESSFUL? THAT WAS THE WHOLE  
7 PURPOSE BEHIND SUPPORTING WHAT WE DID IN FRONT OF THE P.U.C.  
8 IS TO GET A TEST CASE LIKE THIS OUT THERE TO SEE WHAT  
9 OPPORTUNITIES MAY BE AVAILABLE DOWN THE ROAD AND HOW THE  
10 PEOPLE ARE GOING TO TAKE ADVANTAGE OF IT.

11

12 **SUP. YAROSLAVSKY, CHAIRMAN:** THE THING THAT'S BEEN ALWAYS  
13 INTERESTING TO ME ABOUT THE UTILITY COMPANIES IS-- BECAUSE  
14 THIS IS REALLY A SURCHARGE IN UTILITY RATE, AND THE OPPOSITION  
15 TO THIS BILL IS COMING FROM THE UTILITY COMPANIES UP IN  
16 SACRAMENTO, CORRECT? PRIMARILY?

17

18 **DAVE LAMBERTSON:** YES.

19

20 **SUP. YAROSLAVSKY, CHAIRMAN:** OR LET'S SAY THEY ARE OPPOSED TO  
21 IT. AND THE REASON THAT THE UTILITY COMPANIES TRADITIONALLY  
22 HAVE BEEN OPPOSED TO ANY SURCHARGE WHATSOEVER, WHETHER IT'S  
23 TELEPHONES FOR CERTAIN THINGS OR ELECTRICITY OR WATER OR GAS,  
24 IS BECAUSE THEY BELIEVE, AND THEY TESTIFIED TO THIS AND THEY  
25 CERTAINLY HAVE SAID THIS TO ME WHEN THEY DISCUSSED IT WITH ME,



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1 IS THAT THEY BELIEVE THERE'S ONLY A CERTAIN AMOUNT OF CAPACITY  
2 TO RAISE RATES AND THEY WANT TO HAVE A MONOPOLY ON ALL THE  
3 RATES THAT ARE GOING TO BE RAISED. AND SO THE ISSUE HERE,  
4 EVEN-- I DON'T THINK IN THE CASE OF THE UTILITY COMPANIES UP  
5 IN SACRAMENTO WHO ARE LOBBYING AGAINST THIS BILL IS NOT THAT  
6 THEY'RE AGAINST THE BILL BUT THEY'RE CONCERNED THAT IT'S GOING  
7 TO REDUCE THE ELASTICITY OF THEIR REVENUE STREAM, THE CAPACITY  
8 TO RAISE RATES. AND EVERY COMPANY THAT CHARGES RATES, CABLE  
9 COMPANIES, UTILITIES, TELEPHONE COMPANIES, ALL OF THEM HAVE  
10 THE SAME-- IT'S VERY INTERESTING. NO MATTER HOW GOOD THE  
11 PUBLIC INTEREST, HOW WELL THE PUBLIC INTEREST IS SERVED, THEIR  
12 RESPONSIBILITY IS TO THEIR SHAREHOLDERS AND TO THEIR BOTTOM  
13 LINE AND THEY WANT TO MAKE SURE THAT THEY PRESERVE EVERY  
14 POTENTIAL ABILITY TO RAISE THEIR RATES FOR THEIR PURPOSES AND  
15 NOT FOR SOCIETY'S PURPOSES. AND THIS IS SO DIMINIMUS. THIS  
16 WHOLE THING STATEWIDE, WHAT DID YOU SAY, IT WAS GOING TO RAISE  
17 200, 250 MILLION DOLLARS?

18

19 **DAVE LAMBERTSON:** YES, SIR.

20

21 **SUP. YAROSLAVSKY, CHAIRMAN:** I'D BE-- I DON'T WANT TO SAY I'D  
22 BE SYMPATHETIC TO THE UTILITY COMPANIES' POINT OF VIEW BUT I  
23 WOULD BE LESS HOSTILE TO THEIR POINT OF VIEW IF THEY DIDN'T  
24 OPPOSE EVEN THE MOST DIMINIMUS THING THAT COULD DO SO MUCH  
25 GOOD. BUT THIS IS JUST A MANTRA AND A RELIGION FOR THEM AND



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1 WE'RE DOING SO MUCH HERE IN THE COUNTY THANKS TO YOU, DAVE,  
2 AND ALL OF OUR DEPARTMENT HEADS BUT YOU'RE AT THE FOREFRONT OF  
3 THIS, AT THE CUTTING EDGE OF THIS, TRYING TO CONVERT OUR  
4 COUNTY INTO AS ENERGY EFFICIENT AN OPERATION AS POSSIBLE, AS  
5 ENVIRONMENTALLY SENSITIVE AN OPERATION AS POSSIBLE AND WE'RE  
6 REALLY WAY OUT AHEAD. WE DON'T GET A LOT OF CREDIT FOR IT BUT  
7 WE'RE WAY OUT AHEAD OF JUST ABOUT EVERY LOCAL GOVERNMENT  
8 AROUND OF OUR SIZE. AND, OF COURSE, THERE IS NO OTHER LOCAL  
9 GOVERNMENT OF OUR SIZE. [ LAUGHTER ]

10

11 **SUP. YAROSLAVSKY, CHAIRMAN:** BUT-- OR CLOSE TO OUR SIZE. AND  
12 THIS IS JUST ONE OF THOSE THINGS THAT IS CONSISTENT WITH THE  
13 POLICIES THAT WE'VE TAKEN AND I WOULD ASK THAT WE SUPPORT IT.  
14 I DON'T THINK IT'S GOING TO HURT THE UTILITIES. I DON'T THINK  
15 IT'S GOING TO HURT ANYBODY. IT ONLY OFFERS AN OPPORTUNITY TO  
16 REDUCE OUR DEPENDENCE ON FOREIGN OIL AND ON RESOURCES THAT ARE  
17 IN SHORT SUPPLY AND ARE VERY EXPENSIVE. AND THE MORE EXPENSIVE  
18 THEY GET, THE BETTER THIS DEAL IS. MS. BURKE?

19

20 **SUP. BURKE:** HOW DO THEY DEFINE LOW INCOME TO EXCLUDE A USER?

21

22 **HOWARD CHOI:** THERE'S AN INCOME LEVEL THAT THE STATE UTILITIES  
23 USE TO QUALIFY FOR THE LOW INCOME SUBSIDIES THAT THE UTILITIES  
24 PROVIDE. I DON'T KNOW THE LEVEL OFFHAND.

25



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1 **SUP. BURKE:** YOU KNOW, LIKE, THERE'S A LOW INCOME IN TERMS OF  
2 BEING ABLE TO GET, I GUESS, SPECIAL TELEPHONES. IS IT SIMILAR  
3 TO THAT, WHICH BASICALLY APPLIES TO SENIORS?

4  
5 **HOWARD CHOI:** YES, IT'S A SIMILAR STANDARD USED THROUGHOUT THE  
6 STATE AND POSSIBLY NATIONALLY.

7  
8 **SUP. BURKE:** WELL, THERE'S ONE STANDARD FOR VARIOUS DIFFERENT  
9 FINDINGS. CERTAINLY, THERE'S A LOW INCOME FINDING DEFINITION  
10 FOR HOUSING AS WE WILL TALK ABOUT A LITTLE WHILE BUT  
11 UTILITIES, I'M NOT SURE HOW THEY DEFINE LOW INCOME AND AS TO  
12 WHO THEY'LL EXCLUDE. I'D REALLY LIKE TO KNOW THAT. I  
13 UNDERSTAND THIS IS SOMETHING THAT'S VERY IMPORTANT. WE HAVE TO  
14 TAKE A STEP. IT'S A PILOT PROGRAM, IN A SENSE, 200,000  
15 HOUSEHOLDS, BUT I WOULD LIKE TO GET SOME CLARIFICATION AS WE  
16 MOVE FORWARD IN TERMS OF WHO WILL ACTUALLY BE EXCLUDED? WILL  
17 IT JUST BE EXCLUDED THOSE SENIORS WHO GET LIFELINES? OR ARE  
18 YOU TALKING ABOUT EXCLUDING, REALLY, MANY PEOPLE WHO--  
19 ADDITIONAL AMOUNTS-- THEY HAVE TROUBLE PAYING THEIR GAS BILL  
20 PERIOD SO THAT ANY ADDITION MAKES QUITE A DIFFERENCE. SO I  
21 WOULD LIKE TO GET THAT INFORMATION AS WE MOVE FORWARD.

22  
23 **DAVE LAMBERTSON:** SUPERVISOR, I BELIEVE IT EXCLUDES HOUSEHOLDS  
24 WHOSE INCOMES ARE AT OR BELOW 300 PERCENT OF THE FEDERAL  
25 POVERTY LEVEL.



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1

2 **SUP. BURKE:** OKAY.

3

4 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY. ALL RIGHT. CALL THE ROLL.

5

6 **CLERK SACHI HAMAI:** SUPERVISOR MOLINA?

7

8 **SUP. MOLINA:** AYE.

9

10 **CLERK SACHI HAMAI:** SUPERVISOR BURKE?

11

12 **SUP. BURKE:** AYE.

13

14 **CLERK SACHI HAMAI:** SUPERVISOR KNABE?

15

16 **SUP. KNABE:** NO.

17

18 **CLERK SACHI HAMAI:** SUPERVISOR ANTONOVICH?

19

20 **SUP. ANTONOVICH:** NO.

21

22 **CLERK SACHI HAMAI:** SUPERVISOR YAROSLAVSKY?

23

24 **SUP. YAROSLAVSKY, CHAIRMAN:** AYE. IT'S APPROVED. THANK YOU VERY

25 MUCH. I'M GOING TO SUGGEST WE TAKE THE MARINA HOUSING ISSUE.



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1 WE HAVE SEVERAL PEOPLE WHO ARE HERE, MEMBERS OF THE PUBLIC.  
2 AND I SUGGEST THAT WE ALLOT TWO MINUTES EACH TO THE PUBLIC  
3 HEARING. I KNOW, MS. MOLINA, I'M GOING TO RECOGNIZE YOU FIRST  
4 SO YOU DID CAN MAKE YOUR MOTION AND, MR. KNABE, YOU CAN  
5 ADDRESS YOUR MOTION SO THEY HAVE THE BENEFIT OF KNOWING WHAT  
6 THE PARAMETERS OF THE DISCUSSION ARE. THEN WE'LL HEAR FROM  
7 THEM AND THEN WE'LL GO FROM THERE. SO LET ME RECOGNIZE MS.  
8 MOLINA FIRST.

9

10 **CLERK SACHI HAMAI:** EXCUSE ME.

11

12 **SUP. YAROSLAVSKY, CHAIRMAN:** WE HAVE A LOT OF PEOPLE. THIS IS A  
13 LOT MORE THAN I THOUGHT.

14

15 **CLERK SACHI HAMAI:** MR. CHAIRMAN? CAN I READ THE SHORT TITLE IN  
16 FOR THE RECORD AND SWEAR THE PUBLIC IN?

17

18 **SUP. YAROSLAVSKY, CHAIRMAN:** YEAH.

19

20 **CLERK SACHI HAMAI:** THIS IS ITEM 115 AND THE RELATED ITEM 116-  
21 D. AND, JUST FOR THE RECORD, THIS IS THE HEARING ON AFFORDABLE  
22 HOUSING POLICY OPTIONS TO IMPLEMENT THE MELLO ACT IN MARINA  
23 DEL REY. ALL THOSE WHO PLAN TO TESTIFY BEFORE THE BOARD,  
24 PLEASE STAND, RAISE YOUR RIGHT HAND TO BE SWORN IN. IN THE  
25 TESTIMONY YOU MAY GIVE BEFORE THIS BOARD, DO YOU SOLEMNLY



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1 AFFIRM TO TELL THE TRUTH, THE WHOLE TRUTH AND NOTHING BUT THE  
2 TRUTH SO HELP YOU GOD? THANK YOU. YOU MAY BE SEATED.

3

4 **SUP. YAROSLAVSKY, CHAIRMAN:** ALL RIGHT. SHOULD WE HEAR FROM THE  
5 PEOPLE FIRST? DO YOU WANT TO DO THAT? LET'S HEAR FROM THE  
6 PUBLIC FIRST. WE'RE GOING TO ALLOT TWO MINUTES EACH. WE HAVE  
7 ABOUT 12 OR 15 PEOPLE WHO WANT TO BE HEARD. I'M GOING TO CALL  
8 ON FOUR PEOPLE. SO ALL FOUR OF YOU COME DOWN. JOHN RIZZO, DALE  
9 GOLDSMITH, JOHN SANTRY, NANCY VERNON MARINO. ARE THEY ALL  
10 HERE? MR. RIZZO? YOU'RE FIRST.

11

12 **JOHN RIZZO:** JOHN RIZZO, PRESIDENT OF THE MARINA TENANTS'  
13 ASSOCIATION. SEVERAL MONTHS AGO IN THE LOS ANGELES TIMES, THE  
14 DEPARTMENT OF BEACHES AND HARBORS STATED THAT THEY WERE  
15 GETTING ABOUT \$33 MILLION REVENUE FROM LEASES IN MARINA DEL  
16 REY. PROBABLY HALF OF THAT GOES TO MAINTENANCE AND  
17 ADMINISTRATION OF THE MARINA. SO THE COUNTY IS NETTING ABOUT  
18 \$16 MILLION IN MARINA DEL REY. THE TIMES, IN 1991, ESTIMATED  
19 THE WORTH OF THE MARINA AT 1.6 BILLION AND SAID THE COUNTY  
20 SHOULD BE GETTING BETWEEN 50 75 MILLION FROM THE LEASES AT  
21 THAT TIME. THE LAND VALUE AT THAT TIME WAS ABOUT 80 TO-- OH,  
22 EXCUSE ME. THE LAND VALUE AROUND THE MARINA AT THAT TIME WAS  
23 ABOUT 80 TO \$240 A SQUARE FOOT. THE DEPARTMENT AT THAT TIME  
24 ESTIMATED THE LAND TO BE BETWEEN 15 AND \$25 A SQUARE FOOT.  
25 TODAY, THE LAND VALUE AROUND THE MARINA IS ABOUT \$250 TO \$500



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1 A SQUARE FOOT, MAKING THE MARINA WORTH 3-1/2 TO 4-1/2 BILLION  
2 DOLLARS AND THE REVENUE FROM THOSE LEASES SHOULD BE  
3 APPROXIMATELY 100 TO \$200 MILLION A YEAR. THE APARTMENT RENTS  
4 ARE AT MARKET VALUE, EVEN THOUGH THERE IS A PRICE CONTROL  
5 PROVISION IN THE LEASE THAT THE COUNTY HAS WITH THE LESSEES,  
6 WHICH WOULD MAKE ALL APARTMENTS AND BOAT SLIPS AFFORDABLE. THE  
7 COUNTY SHOULD BE GETTING OVER \$100 MILLION OUT OF THE MARINA  
8 AND THE APARTMENTS AND THE BOAT SLIPS SHOULD ALL BE  
9 AFFORDABLE. INSTEAD, THE LESSEES ARE GETTING OVER \$250 MILLION  
10 A YEAR IN EXCESS PROFIT. THANK YOU. ANY QUESTIONS?

11

12 **SUP. YAROSLAVSKY, CHAIRMAN:** THANK YOU, MR. RIZZO. DALE  
13 GOLDSMITH YOU'RE NEXT. LET ME CALL ON BILL IS IT VRESZK? WAS I  
14 CLOSE?

15

16 **DALE GOLDSMITH:** GOOD MORNING, HONORABLE SUPERVISORS, MY NAME  
17 IS DALE GOLDSMITH, I'M A PARTNER WITH THE LAW FIRM OF  
18 ARMBRUSTER AND GOLDSMITH. WE REPRESENT LEGACY PARTNERS, WHICH  
19 IS DEVELOPING PARCELS OR PLANS TO DEVELOP PARCELS 10-R AND FF  
20 WITH NEW APARTMENTS. WE WOULD LIKE TO COMMEND THE COUNTY STAFF  
21 ON THE FINE JOB THEY HAVE DONE IN FORMULATING THE POLICY AND  
22 ALSO ANALYZING THE POTENTIAL FINANCIAL AND OTHER IMPLICATIONS  
23 OF CHANGING THE POLICY. LEGACY PARTNERS, OUR CLIENT, IS  
24 PREPARED TO ABIDE BY WHATEVER POLICY YOU DECIDE ULTIMATELY TO  
25 ADOPT PROVIDED, OF COURSE, THAT, TO THE EXTENT THAT YOU'RE



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1 INCREASING THE AFFORDABLE HOUSE OBLIGATION ON THE LESSEES,  
2 THAT THERE BE A COMMENSURATE RENT CONCESSIONS IN ORDER TO  
3 ASSURE THAT THE PROJECT IS BUILDABLE AND FINANCEABLE.  
4 ESSENTIALLY, WHAT YOU HAVE BEFORE YOU TODAY, HONORABLE  
5 SUPERVISORS, IS A PUBLIC POLICY DECISION. AND THE SALIENT  
6 QUESTIONS WE BELIEVE FOR YOU TO CONSIDER ARE FIRST, IS IT  
7 APPROPRIATE TO DEVOTE MORE RESOURCES TO AFFORDABLE HOUSING IN  
8 THE MARINA AT THE EXPENSE OF OTHER PRESSING COUNTY NEEDS? THE  
9 SECOND QUESTION, IF YOU DO DECIDE THAT AFFORDABLE HOUSING IS  
10 THE HIGHEST PRIORITY, IS IT APPROPRIATE TO SUBSIDIZE AND BUILD  
11 IT IN THE MARINA, WHERE CONSTRUCTION COSTS ARE VERY HIGH AND  
12 WHERE THE OPPORTUNITY COSTS OF FOREGROUND LEASE REVENUES OR  
13 SHOULD THE AFFORDABLE HOUSING BE BUILT ELSEWHERE WHERE PERHAPS  
14 THE SAME INVESTMENT COULD YIELD MORE UNITS? WE BELIEVE THAT  
15 THE POLICY, AS FORMULATED BY STAFF, STRIKES THE APPROPRIATE  
16 BALANCE AND WE WOULD RESPECTFULLY REQUEST THAT YOU APPROVE IT.  
17 THANK YOU FOR YOUR CONSIDERATION.

18

19 **SUP. YAROSLAVSKY, CHAIRMAN:** THANK YOU, MR. GOLDSMITH. MR.  
20 SANTRY, YOU'LL BE NEXT. LET ME CALL ON CARLA ANDRUS. IS SHE  
21 HERE? HERE SHE COMES. MR. SANTRY.

22

23 **JOHN SANTRY:** YES, HONORABLE SUPERVISORS, MY NAME IS JOHN  
24 SANTRY. I'M THE VICE-PRESIDENT OF DEVELOPMENT FOR LEGACY  
25 PARTNERS. WE ARE THE CURRENT LESSEE OF PARCEL 10-R, THE



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1 NEPTUNE MARINA APARTMENTS IN ANCHORAGE AND THE LESSEE THAT  
2 WILL PERFORM THE REDEVELOPMENT OF PARCEL 10-R AND FF IN THE  
3 FUTURE. WE ARE IN FAVOR OF THE CURRENT POLICY, AS MR.  
4 GOLDSMITH HAS POINTED OUT. WE WILL ABIDE BY THAT POLICY. AND  
5 WE DO SEE THAT, IF THERE ARE ADDITIONAL REQUESTS FOR A  
6 DIFFERENT LEVEL OF AFFORDABILITY, DIFFERENT PERCENTAGE OF  
7 AFFORDABILITY, THAT THE BUSINESS PLAN AND THE BUSINESS  
8 DECISIONS WILL BE MADE THAT WILL INCREASE THE RENT CREDIT  
9 ALLOWABLE TO MAKE THE PROPERTY A FINANCEABLE PROJECT.

10

11 **SUP. YAROSLAVSKY, CHAIRMAN:** THANK YOU. NANCY VERNON MARINO  
12 WILL BE NEXT. LET ME CALL ON JUN YANG TO COME DOWN.

13

14 **NANCY VERNON MARINO:** GOOD MORNING, SUPERVISORS, MY NAME IS  
15 NANCY VERNON MARINO. IT SEEMS A PITY TO ME THAT AFFORDABLE  
16 HOUSING HAS TO BE IN DIRECT CONFLICT WITH THE NEED FOR  
17 RECREATIONAL OPEN SPACE IN MARINO DEL REY AT THE EXPENSE OF  
18 NEARLY EVERYBODY AND EVERYTHING. THE ENTIRE FOCUS ON THE  
19 MARINA SHOULD NOT BE DRIVEN BY THE BOTTOM LINE DOLLAR. THE  
20 PURPOSE OF THE MARINA IS TO SERVE MANY DIFFERENT ASPECTS. THE  
21 FINANCIAL IS ONLY ONE OF THEM. AND I WOULD ASK THAT THE SOCIAL  
22 ASPECT OF FEASIBILITY BE VERY, VERY STRONGLY CONSIDERED, SUCH  
23 AS THE NEED FOR AFFORDABLE LIVING, NOT SIMPLY AFFORDABLE UNITS  
24 THAT ARE RELEGATED IN A SEGREGATED WAY SO THAT THE VERY  
25 WEALTHY ARE SUPPORTING, THROUGH YOUR MARKET RATE RENTS, I WILL



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1 PUT THAT IN QUOTATIONS, AND THE LOW END OF SUBSIDIZED HOUSING  
2 ARE THE ONLY REMAINING COMMUNITY LEFT IN THE MARINA. IT IS  
3 DISRUPTIVE OF AN ENTIRE COMMUNITY TO DO THIS AND I WOULD ASK  
4 THAT YOU BALANCE THE FINANCIAL CONSIDERATIONS WITH THE SOCIAL  
5 AND ENVIRONMENTAL CONSIDERATIONS AND THE NEED FOR COUNTY  
6 RESIDENTS FOR RECREATIONAL OPEN SPACE AND PARKS. THE COUNTY IS  
7 CURRENTLY ONLY PROVIDING 12 PERCENT OF ITS OWN POLICY OF OPEN  
8 SPACE AND PARKS FOR MARINA-- EXCUSE ME, FOR COUNTY RESIDENTS  
9 AND THE NATIONALLY-- THE COUNTY POLICY IS FOUR ACRES PER 1,000  
10 PEOPLE. THE NATIONAL STANDARD IS SOMEWHERE BETWEEN 6 AND 10  
11 ACRES PER 1,000 PEOPLE. TO PROVIDE THE COUNTY RESIDENTS WITH  
12 12 PERCENT OF THAT AND THEN USE THE MARINA TO CREATE SOME SORT  
13 OF WEALTHY RESORT AREA AND HIGH-INCOME APARTMENT COMPLEX AND  
14 THEN JUST SAY, "WELL, WE'RE GOING TO GIVE A CERTAIN AMOUNT FOR  
15 AFFORDABLE HOUSING," MISSES THE WHOLE POINT OF THE MARINA.  
16 THANK YOU.

17

18 **SUP. YAROSLAVSKY, CHAIRMAN:** THANK YOU VERY MUCH. LET ME JUST  
19 CALL DEAN KARTALAS. AND BILL VRESZK.

20

21 **BILL VRESZK:** GOOD MORNING, SUPERVISORS, LADIES AND GENTLEMEN.  
22 AFFORDABLE HOUSING, IN MY EXPERIENCE, SINCE RECENTLY I HAVE  
23 BEEN IN THE MARKET, SO TO SPEAK, IS AN OXYMORON. IT'S ABOUT AS  
24 HARD TO FIND AS A GHOST. I HAVE A NO FAULT EVICTION. I'M  
25 FACING THAT. I'VE A LIVE ABOARD BOATER. SINCE THE MARINA HAS



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1   TOTALLY CHANGED ITS POLICIES ON LIVE ABOARD BOATING, I CANNOT  
2   FIND A LIVE ABOARD SLIP. I'VE BEEN A LEGAL LIVE ABOARD ON MY  
3   OWN PRIVATE SAILBOAT SINCE 1995. THOSE DAYS ARE OVER. I WENT  
4   TO A LOW COST STUDIO UNIT THAT WAS OFFERED BY MY PRESENT  
5   LANDLORD, E. S. RING. THEY TOLD ME I WAS 25TH ON THE WAITING  
6   LIST. THE WAITING LIST IS EXTREMELY LONG-- EXCUSE ME, THE  
7   WAITING PERIOD IS EXTREMELY LONG. IN OTHER WORDS, NOBODY GIVES  
8   UP A STUDIO APARTMENT IN MARINA DEL REY UNLESS THEY'RE DEAD.  
9   THAT'S WHEN YOU MOVE UP THE LIST. THEY TOLD ME I WAS 25TH. I  
10  WENT BACK NINE MONTHS LATER AND THEY TOLD ME I WAS 67TH. I  
11  HAVE VERIFICATION. I HAVE BUSINESS CARDS AND I WROTE DOWN THE  
12  DATES AND THE TIMES AND EVERYTHING. I SUBMITTED A COMPLAINT TO  
13  THE COUNTY DEPARTMENT OF CONSUMER AFFAIRS. OKAY. I'VE GOT TO  
14  CLOSE HERE. NO ACTION ON THAT YET, BY THE WAY. AS AN  
15  ALTERNATIVE-- EXCUSE ME. I THINK 10 PERCENT IS THE LEAST YOU  
16  SHOULD ALLOCATE TO AFFORDABLE HOUSING IF YOU'RE DOING THIS  
17  MASSIVE CONSTRUCTION THAT YOU'RE DOING. YOU'VE GOT TO GIVE A  
18  BREAK TO THE SMALLER PEOPLE BECAUSE THEY'RE THE ONES WHO ARE  
19  BEING DISPLACED. THERE WILL ALWAYS BE SOMEBODY WITH MORE  
20  MONEY. SO YOU GOT TO TAKE CARE OF THE PEOPLE WHO HAVE BEEN  
21  AROUND FOR A LONG TIME. I HAVE BEEN A RESIDENT OF THE COUNTY  
22  SINCE 1946. I VOTED FOR MR. YAROSLAVSKY, I'M IN MR. KNABE'S  
23  DISTRICT NOW. ANYHOW, THAT'S MY STORY. THANKS FOR LISTENING.  
24



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1 **SUP. YAROSLAVSKY, CHAIRMAN:** THANK YOU VERY MUCH. HELEN  
2 GARRETT, PLEASE COME DOWN. CARLA ANDRUS.

3

4 **CARLA ANDRUS:** GOOD MORNING, SUPERVISORS. I'M A MEMBER OF  
5 PEOPLE ORGANIZED FOR WEST SIDE RENEWAL. I'VE BEEN A RESIDENT  
6 OF MARINA DEL REY FOR OVER 20 YEARS. I'VE SEEN THE MARINA  
7 DEVELOP AND CHANGE. THERE HAVE BEEN MANY RESIDENTS DISPLACED  
8 FROM AFFORDABLE APARTMENTS AND NOW THE AREA HAS BECOME A HAVEN  
9 FOR THE RICH. THERE'S A GREAT NEED FOR AFFORDABLE HOUSING IN  
10 THE COUNTY OF LOS ANGELES. FOR ALMOST 10 YEARS, THE COUNTY HAS  
11 CREATED OPPORTUNITIES FOR HOUSING DEVELOPMENTS. THOSE THAT  
12 NEED THE HOUSING, VERY LOW AND LOW INCOME TENANTS, HAVE NOT  
13 HAD THE SUPPLY OF APARTMENTS AVAILABLE TO THEM. MODERATE  
14 INCOME, THAT IS UP TO 120 PERCENT OF THE AREA MEDIAN INCOME,  
15 WHICH EQUATES TO OVER \$67,800 ANNUALLY, HAVE HAD MORE CHANCES  
16 FOR AFFORDABLE HOUSING. FROM 1998 TO 2006, ONLY 639 VERY LOW  
17 INCOME UNITS HAVE BEEN CREATED, WHILE AT THE SAME TIME OVER  
18 2,900 UNITS OF MODERATE INCOME UNITS HAVE BEEN CREATED. WHEN  
19 DETERMINING NUMBER OF UNITS, WE NEED TO MAKE THINGS AS SIMPLE  
20 AS POSSIBLE. THE NET NEW ADJUSTED TOTAL IS A CONFUSING FORMULA  
21 THAT ALLOWS FOR THE ABSOLUTE MINIMUM NUMBER OF AFFORDABLE  
22 UNITS. INSTEAD, THE COUNTY SHOULD USE THE COMPLETE TOTAL UNITS  
23 IN THE DEVELOPMENT. THIS WILL ENSURE THAT AFFORDABLE UNITS  
24 WILL BE AVAILABLE TO THE PEOPLE WHO NEED IT. THE COUNTY HAS AN  
25 OBLIGATION TO ITS RESIDENTS. IT MUST PROVIDE MANY SERVICES,



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1 HEALTHCARE, SOCIAL SERVICES AND AFFORDABLE HOUSING AS  
2 STATEWIDE MANDATE. THERE ARE THE RESPONSIBILITIES OF THE  
3 COUNTY TO ITS CONSTITUENTS. FOR SOME REASON, EACH OF THESE  
4 SERVICES HAVE BEEN PITTED AGAINST EACH OTHER INSTEAD OF HAVING  
5 SEPARATE FUNDING FOR EACH AND WORKING IN HARMONY.

6

7 **SUP. YAROSLAVSKY, CHAIRMAN:** YOUR TIME IS UP, MS. ANDRUS. THANK  
8 YOU. JUN YANG. LET ME CALL DEANNA KITAMURA.

9

10 **JUN YANG:** GOOD MORNING. MY NAME IS JUN YANG. I AM AN ORGANIZER  
11 WITH POWER, PEOPLE ORGANIZED FOR WESTSIDE RENEWAL. WE ARE A  
12 NONPROFIT ORGANIZATION THAT WORKS ON ISSUES THAT PEOPLE CARE  
13 ABOUT ON THE WEST SIDE. I'M AN ORGANIZER IN MARINA DEL REY AND  
14 HAVE SEEN THE REAL NEED FOR A STRONGER AFFORDABLE HOUSING  
15 POLICY IN THE COUNTY. I'M HERE FOR ALL THE PEOPLE WHO ARE  
16 WORKING AND WHO COULDN'T AFFORD TO TAKE THE TIME AWAY FROM  
17 WORK. THERE IS SUCH A HOUSING SHORTAGE FOR LOWER INCOME  
18 FAMILIES IN L.A. COUNTY, THEREFORE A STRONGER POLICY IS NEEDED  
19 TO ALLEVIATE SUCH A NEED. WE HAVE SUCH A DIVERSE POPULATION IN  
20 L.A. COUNTY WITH DIVERSE INCOME LEVELS. ARE THERE ONLY  
21 OPPORTUNITIES FOR THE RICH, NONE FOR THOSE WITH LESS  
22 RESOURCES? THIS POLICY WAS NOT CREATED TO KEEP LOWER INCOME  
23 FAMILIES POOR. IT WAS CREATED TO INTEGRATE FAMILIES OF ALL  
24 INCOME BACKGROUNDS. IT WAS DESIGNED AS A STEPPING STONE FOR  
25 LOWER INCOME FAMILIES AS A WAY TO PROVIDE OPPORTUNITIES FOR



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1 SUCCESS. PLEASE DO NOT FORGET THE PURPOSE OF THIS POLICY. IF  
2 YOU REMEMBER THE SPIRIT OF THE POLICY, THEN THE OPTIONS SET  
3 BEFORE YOU OR THAT WILL BE SET BEFORE YOU FOR 10 PERCENT OF  
4 THE TOTAL DEVELOPMENT FOR VERY LOW INCOME MAKES THE MOST SENSE  
5 AND BECOMES THE BEST OPTION. PLEASE REMEMBER YOUR  
6 CONSTITUENTS.

7

8 **SUP. YAROSLAVSKY, CHAIRMAN:** THANK YOU. IS FAITH KIRKPATRICK?  
9 SHE'S YIELDING? IS SHE HERE? ALL RIGHT. SO YASMIN TONG, SHE  
10 WILL YIELD HER TIME. ALL RIGHT, SINCE-- I ACTUALLY SEE FAITH  
11 HERE. MOST OF THE TIME, PEOPLE WHO ARE PHANTOM ARE THE ONES  
12 THAT YIELD BUT YOU'RE HERE SO WE'LL YIELD THE TIME TO YASMIN  
13 TONG. OKAY. DEAN KARTALAS.

14

15 **DEAN KARTALAS:** YES, MY NAME IS DEAN KARTALAS. THANK YOU FOR  
16 LISTENING TO ME TODAY. DONE KNABE, MS. MOLINA, ALL OF YOU. I'M  
17 HERE FOR WHAT I WOULD CONSIDER SELFISH MOTIVES. I'VE BEEN A  
18 RESIDENT OF L.A. COUNTY FOR MANY, MANY YEARS. I'VE BEEN IN THE  
19 ENTERTAINMENT INDUSTRY. I WAS INJURED WHILE WORKING, STRUCK BY  
20 LIGHTENING AND NOW I'M SUFFERING FROM A CANCER. ALL MY MONEY  
21 THAT I MADE DURING THE '70S AND '80S HAS GONE TO DOCTORS AND  
22 NOW I'M LIVING ON SOCIAL SECURITY DISABILITY AND S.S.I., WHICH  
23 ADDS UP TO \$840 A MONTH. NOW, MY REASON HERE IS SELFISH. I AM  
24 GOING TO BE DISPLACED WHEN THEY CLOSE DOWN OUR MARINA AND  
25 THERE IS NO PLACE I CAN GO WHERE-- I'VE BEEN APPLYING FOR LOW



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1 COST HOUSING AND THEY'RE STILL PROCESSING APPLICATIONS GOING  
2 BACK TO 1997. I WILL BE LONG DEAD BY THE TIME THERE IS A PLACE  
3 FOR ME TO LIVE WILL OPEN UP AND I WOULD BEG YOU TO CONSIDER  
4 PEOPLE OF MY INCOME LEVEL. I LIVE ON \$840 A MONTH AND I'M  
5 RELEGATED NOW TO LIVING ON MY BOAT AND WHAT WAS AN ASSET WILL  
6 NOW BECOME AN ALBATROSS AROUND MY NECK BECAUSE OF THE POLICIES  
7 OF THE MARINA DOCK MASTERS NO LONGER ACCEPTING LIVE ABOARDS.  
8 AND I BEG YOU TO DO SOMETHING ABOUT PEOPLE IN MY PLIGHT AND IN  
9 MY SITUATION BECAUSE THERE IS REALLY NO OTHER PLACE FOR ME TO  
10 GO. I'M THE LAST ONE IN MY LINE. I HAVE NO ONE TO HELP SUPPORT  
11 ME OTHER THAN THE COUNTY AND MY S.S.I. AND I WOULD REALLY BEG  
12 YOU TO CONSIDER AND UNDERSTAND WHAT REALLY LOW INCOME HAS  
13 BECOME. ALL OF MY MONEY HAS DISAPPEARED AND BABY BOOMERS OF MY  
14 AGE ARE NOW GOING TO BE DISPLACED OVER THE NEXT DECADES AND  
15 MANY OF THEM ARE GOING TO BE IN EXACTLY THE SAME POSITION AS I  
16 AM RIGHT NOW. THANK YOU.

17

18 **SUP. YAROSLAVSKY, CHAIRMAN:** THANK YOU. BEN BEACH. HELEN  
19 GARRETT.

20

21 **HELEN GARRETT:** YOU'RE ABOUT TO VOTE FOR A NEW MELLO ACT POLICY  
22 IN THE MARINA. IT'S NOT JUST ABOUT HOUSING ONLY FOR THE  
23 WEALTHY BUT ALSO ALLEVIATING THE CRUSHING HOUSING SHORTAGE IN  
24 THE COUNTY OF LOS ANGELES. THESE DEVELOPERS NEED TO DO THEIR  
25 PART TO ALLEVIATE THIS PROBLEM AND A PUBLIC/PRIVATE



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1 PARTNERSHIP OF THAT SORT IS A VERY GOOD ECONOMICAL WAY TO DO  
2 THAT. I EMAILED EACH OF YOU STATISTICS REVEALING HOW DESPERATE  
3 THE HOUSING SHORTAGE IS. THERE ARE 1,191,166 PEOPLE IN L.A.  
4 COUNTY WHO QUALIFY FOR LOW INCOME HOUSING. WHAT DO YOU INTEND  
5 TO DO ABOUT THAT? IT'S A HUGE PROBLEM. AS COUNTY OFFICIALS,  
6 YOU'RE EXPECTED TO STRETCH THE HOUSING BUDGET AND PROVIDE FOR  
7 WORKERS THAT CAN'T COMPETE BECAUSE THEIR INCOME IS CONSIDERED  
8 LOW BY H.U.D. GREEDY DEVELOPERS WILL MAKE LOTS OF MONEY IF YOU  
9 REQUIRE THEM TO BUILD 90 PERCENT MARKET RATE APARTMENTS AND 10  
10 PERCENT MELLO ACT LOW INCOME APARTMENTS. AND IF YOU DON'T  
11 BELIEVE IT, JUST REQUIRE THEM TO COMPLY AND SEE HOW MANY OF  
12 THEM BACK OUT. I BET IT'S ZERO. JUST AS CAR MAKERS FOUGHT AIR  
13 BAGS AND SMOG DEVICES, CRYING POVERTY, SO, TOO, WILL  
14 DEVELOPERS CRY POVERTY BUT WE KNOW THEY'RE NOT POOR, NOT BY A  
15 LONG SHOT. THEY WILL MAKE A PROFIT CHARGING THE HIGHEST RENTS  
16 IN L.A. COUNTY WHEN THEY BUILD IN THE MARINA. I DON'T BELIEVE  
17 THEIR WAILS AND THEIR MOANS AND THEIR CROCODILE TEARS. LAST  
18 YEAR, SAN FRANCISCO INCREASED ITS AFFORDABLE HOUSING  
19 REQUIREMENTS FOR DEVELOPERS FROM 12-1/2 PERCENT TO 15 PERCENT.  
20 HOW IS IT THAT SAN FRANCISCO CAN PROVIDE 15 PERCENT FOR ITS  
21 LOW INCOME RESIDENTS BUT YOU DECIDED TO DECREASE THE AMOUNT OF  
22 AFFORDABLE HOUSING IN THE MARINA TO 5 PERCENT? P.O.W.E.R. MET  
23 WITH DON KNABE, WHO SAID HE WAS HAPPY TO SUPPORT THE MINIMUM  
24 AMOUNT OF AFFORDABLE HOUSING. WELL, MR. MINIMUM KNABE, THAT'S  
25 NOT GOOD ENOUGH. HERE WE HAVE A GOLDEN OPPORTUNITY TO MATCH OR



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1 EXCEED SAN FRANCISCO IN PROVIDING FOR OUR 1,191,166 LOW INCOME  
2 PEOPLE. WHAT ARE YOU DOING HERE?

3

4 **SUP. YAROSLAVSKY, CHAIRMAN:** MS. GARRETT. THANK YOU. DEANNA  
5 KITAMURA.

6

7 **DEANNA KITAMURA:** HELLO, I'M DEANNA KITAMURA I'M WITH WESTERN  
8 CENTER ON LAW AND POVERTY. OUR BAY AREA ECONOMIST, WHO IS THE  
9 FORMER DIRECTOR OF BERKELEY'S COMMUNITY DEVELOPMENT, HAS  
10 DETERMINED THAT, IF THE COUNTY ADOPTS OUR PROPOSAL OF  
11 REQUIRING 10 PERCENT OF THE TOTAL AT VERY LOW AND OUR  
12 THRESHOLD OF 7 PERCENT, THE COUNTY WILL MORE THAN DOUBLE THE  
13 AFFORDABLE UNITS REQUIRED BY THE COUNTY'S PROPOSED POLICY AND  
14 WILL SAVE MILLIONS OF DOLLARS BY NOT GIVING IN TO GROUND LEASE  
15 CONCESSIONS. FORTUNATELY, THE BOARD MAY NOT BLINDLY ACCEPT  
16 YOUR CONSULTANT'S ANALYSIS OR OURS. AS MS. TONG WILL DISCUSS  
17 NEXT, L.A.H.D. HAS COME UP WITH A THRESHOLD LEVEL USING AN  
18 INTERNAL RATE OF RETURN. IN THE CITY, IF THE DEVELOPERS'  
19 INTERNAL RATE OF RETURN MEETS THAT THRESHOLD, THE DEVELOPER  
20 MUST INCLUDE 10 PERCENT OF THE ADJUSTED TOTAL AS VERY LOW. WE  
21 KNOW FROM OUR EXPERIENCE THAT THIS IS THE CORRECT THRESHOLD  
22 LEVEL BECAUSE PROJECTS IN THE AREA ARE GOING FORWARD WHEN THIS  
23 THRESHOLD IS APPLIED. WE ARE NOT SAYING THAT THE COUNTY NEEDS  
24 TO ADOPT L.A.H.D.'S METHODOLOGY. WE ARE MERELY SAYING THAT  
25 CALCULATING THE CORRESPONDING INTERNAL RATE OF RETURNS ALLOWS



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1 THIS BOARD TO DECIDE WHETHER THE COUNTY CONSULTANT'S THRESHOLD  
2 IS IN THE RIGHT BALLPARK. OUR 7 PERCENT TRANSLATES TO AN  
3 INTERNAL RATE OF RETURN THRESHOLD IN LINE WITH L.A.H.D.'S.  
4 UNFORTUNATELY, YOUR CONSULTANT HAS NOT PROVIDED ENOUGH  
5 INFORMATION TO YOU OR THE PUBLIC TO SHOW THAT HIS THRESHOLD IS  
6 CORRECT. OUR CONSULTANT HAS DETERMINED THAT YOUR CONSULTANT'S  
7 THRESHOLD IS MUCH TOO HIGH. AND, ALTHOUGH THE COUNTY  
8 CONSULTANTS TOOK THE TIME TO RESPOND TO OUR SUBMISSION LAST  
9 WEEK, HE HAS NOT INDICATED HOW HIS THRESHOLD COMPARES TO  
10 L.A.H.D.'S, EVEN THOUGH WE HAVE ASKED REPEATEDLY FOR THAT  
11 ANALYSIS. IN OTHER WORDS, YOUR CONSULTANTS HAVE REFUSED TO  
12 SHOW THAT HE IS IN THE RIGHT BALLPARK IN TERMS OF HIS  
13 THRESHOLD LEVEL. AT A MINIMUM, WE URGE YOU TO ASK A COUNTY  
14 STAFFER WITH AN ECONOMIC BACKGROUND OR THIRD PARTY TO REVIEW  
15 OUR SUBMISSION. WE BELIEVE 10 PERCENT OF ADJUSTED TOTAL AT  
16 VERY LOW SHOULD BE THE POLICY THE COUNTY ADOPTS. BUT IF YOU  
17 ARE GOING TO ADD MODERATE INSTEAD OF MORE VERY LOW, WHY NOT  
18 FOLLOW PLAYA VISTA'S HOUSING PLAN AT 5 PERCENT VERY LOW, 5  
19 PERCENT LOW, 5 PERCENT MODERATE BASED ON THE ADJUSTED TOTAL.  
20 THANK YOU.

21

22 **SUP. YAROSLAVSKY, CHAIRMAN:** THANK YOU. YASMIN TONG.

23

24 **YASMIN TONG:** MY NAME IS YASMIN TONG. I'M AN AFFORDABLE HOUSING  
25 FINANCE AND DEVELOPMENT CONSULTANT HERE IN LOS ANGELES. I'M



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1 SPEAKING ON BEHALF OF THE WESTERN CENTER ON LAW AND POLICY.  
2 FAITH KIRKPATRICK HAS YIELDED TIME TO ME TODAY. TODAY, WE'RE  
3 ADVOCATING FOR A HOUSING POLICY THAT CALLS FOR DEVELOPERS TO  
4 SET ASIDE 10 PERCENT OF THEIR UNITS FOR VERY LOW INCOME  
5 HOUSEHOLDS PLUS LIKE FOR LIKE REPLACEMENT. BECAUSE WE HAVE  
6 FOUND A WAY TO PROVIDE MORE AFFORDABILITY AT LESS COST THAN  
7 ANY OF THE OPTIONS PROVIDED BY THE COUNTY'S FINANCIAL  
8 CONSULTANT, OUR PROPOSAL RELIES ON ALMOST ALL THE SAME  
9 FINANCIAL ASSUMPTIONS THAT THE COUNTY'S CONSULTANT USES IN  
10 ANALYZING THE FINANCIAL FEASIBILITY OF NEARLY 1,300 HOUSING  
11 UNITS PROPOSED IN THE MARINA WITH ONE EXCEPTION. THE COUNTY'S  
12 CONSULTANT CONCLUDES AN APPROPRIATE MARKET RETURN ON COST FOR  
13 THESE DEVELOPERS IS 8 PERCENT. WE USE A 7 PERCENT RETURN ON  
14 COST. THE COUNTY'S THRESHOLD TRANSLATES TO AN INTERNAL RATE OF  
15 RETURN OF 28 PERCENT, WHICH IS WELL ABOVE MARKET. OURS  
16 TRANSLATES TO 18 TO 20 PERCENT INTERNAL RATE OF RETURN, WHICH  
17 IS A VERY HEALTHY MARKET RETURN. THE LEGAL AID FOUNDATION OF  
18 LOS ANGELES AND WESTERN CENTER FOR LAW AND POVERTY HAS ENGAGED  
19 NEIL MEYER, A REAL ESTATE CONSULTANT AND FORMER HEAD OF-- A  
20 REAL ESTATE ECONOMIST AND FORMER HEAD OF COMMUNITY DEVELOPMENT  
21 DEPARTMENT FOR THE CITY OF BERKELEY, TO PROVIDE AN ALTERNATIVE  
22 ANALYSIS IN WHICH THE RETURN ON COST IS THRESHOLD IS LOWERED  
23 BY ONE PERCENT. THIS APPROACH IS CONSISTENT WITH THE CITY OF  
24 LOS ANGELES' THRESHOLD FOR DETERMINING FINANCIAL FEASIBILITY  
25 AND THE CITY DEVELOPERS WHO CAN ACHIEVE A 15 PERCENT INTERNAL



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1 RATE OF RETURN IN APARTMENT DEVELOPMENTS ARE MANDATED TO SET  
2 ASIDE 10 PERCENT OF UNITS AS VERY LOW INCOME. THIS IS AN  
3 APPROPRIATE THRESHOLD RETURN BECAUSE DEVELOPERS IN THE CITY  
4 ARE COMPLYING WITH IT. THE MOST IMPORTANT POINT I WANT TO MAKE  
5 IS THAT THE COUNTY'S CONSULTANT STATED OUR ANALYSIS SHOULD  
6 INCLUDE AN ADDITIONAL 15 PERCENT AS DEVELOPER FEE IN THE  
7 PROJECT COST. WE MADE THAT CHANGE. AND, EVEN THOUGH WE  
8 DISAGREED WITH IT AND FOUND THAT, AFTER ADDING 15 PERCENT MORE  
9 COSTS TO OUR PROPOSAL, DEVELOPERS COULD STILL ACHIEVE A 16  
10 PERCENT INTERNAL RATE OF RETURN. SO, ACCORDING TO THE COUNTY'S  
11 CONSULTANT ALSO, THE COUNTY WILL PAY \$30 MILLION IN GROUND  
12 LEASE RENT REDUCTIONS TO ACHIEVE 5 PERCENT VERY LOW INCOME  
13 UNITS AT THESE MARINA DEVELOPMENTS. THIS COST GOES UP AS THE  
14 NUMBER OF AFFORDABLE REPLACEMENT UNITS INCREASES AND RENT  
15 LEVELS TARGET LOWER INCOME HOUSEHOLDS. OUR PROPOSAL COSTS THE  
16 COUNTY ONLY \$6 MILLION AND PROVIDES 10 PERCENT AFFORDABILITY.  
17 IN THE SAMPLE OF 1,300 UNITS MENTIONED PREVIOUSLY, OUR  
18 PROPOSAL COULD ACHIEVE 126 NEW AFFORDABLE UNITS, 40  
19 REPLACEMENT. THE COUNTY'S CURRENT PROPOSAL WOULD YIELD ONLY 88  
20 AFFORDABLE UNITS AND COST \$30 MILLION. WHAT'S THE REASON FOR  
21 THE DIFFERENCE IN COSTS AND AFFORDABILITY? A 1 PERCENT  
22 DIFFERENCE IN HOW MUCH RETURN ON COSTS THE COUNTY IS WILLING  
23 TO GIVE DEVELOPERS. THE LAST POINT I WANT TO MAKE IS THAT SOME  
24 OF THE CURRENT LEASEHOLDS HAVE YEARS REMAINING ON THEIR  
25 LEASES, WHICH WOULD ADD TO TOTAL COST AND THE IMPACT OF-- ON



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1 THE COUNTY'S FINANCIAL ANALYSIS IS THAT THE DEVELOPER'S RETURN  
2 ON COST IS GREATER THAN 7 PERCENT. IN OUR PROPOSAL, THE COUNTY  
3 WOULD HAVE TO PROVIDE A LITTLE MORE THAN \$17 MILLION IN GROUND  
4 LEASE CREDITS TO ACHIEVE A 7 PERCENT RETURN FOR THE DEVELOPER  
5 BUT THAT IS STILL \$6 MILLION LESS THAN ANY OPTION PRESENTED BY  
6 THE COUNTY. TO SUM UP, IF THE COUNTY WILL APPLY A THRESHOLD  
7 FEASIBILITY LEVEL EQUIVALENT TO A 15 PERCENT INTERNAL RATE OF  
8 RETURN AND CAN IMPLEMENT AN AFFORDABLE HOUSING POLICY THAT  
9 ACHIEVES 10 PERCENT OF THE UNITS SET ASIDE FOR VERY LOW INCOME  
10 HOUSEHOLDS AND LIKE FOR LIKE REPLACEMENT WITH RELATIVELY LOW  
11 COST. THANK YOU.

12

13 **SUP. YAROSLAVSKY, CHAIRMAN:** THANK YOU. BEN BEACH?

14

15 **BEN BEACH:** GOOD AFTERNOON, SUPERVISORS. BEN BEACH FROM LEGAL  
16 AID FOUNDATION OF LOS ANGELES HERE ON BEHALF OF PEOPLE  
17 ORGANIZED FOR WESTSIDE RENEWAL. I UNDERSTAND THAT TWO OF THE  
18 PROPOSALS WHICH MAY BE UP FOR DISCUSSION ON THIS ITEM INVOLVE,  
19 FIRST, A PROPOSAL IN WHICH 5 PERCENT OF THE UNITS ARE SET  
20 ASIDE FOR VERY LOW INCOME FAMILIES OR 7 PERCENT OF UNITS ARE  
21 SET ASIDE FOR MODERATE INCOME HOUSEHOLDS AND THAT CALCULATION  
22 IS BASED ON THE NET NEW DETERMINATION OF UNITS. THE  
23 ALTERNATIVE PROPOSAL IS 5 PERCENT SET ASIDE FOR LOW INCOME  
24 HOUSEHOLDS AND 5 PERCENT SET ASIDE FOR MODERATE INCOME  
25 HOUSEHOLDS BASED UPON THE ADJUSTED TOTAL APPROACH. SO THE KEY



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1 DIFFERENCES BETWEEN THE PROPOSALS WHICH WE UNDERSTAND MAY BE  
2 ON THE TABLE TODAY RELATE TO THE NUMBER OF UNITS OF VERY LOW  
3 AND LOW THAT WE'RE LIKELY TO GET AND WHETHER THE NET NEW  
4 APPROACH VERSUS THE ADJUSTED TOTAL APPROACH IS THE RIGHT  
5 APPROACH TO TAKE. LET ME START WITH THE SECOND ISSUE. JUST TO  
6 TAKE US BACK TO THE LAST HEARING ON THIS MATTER, WE  
7 EXTENSIVELY DISCUSSED WHY THE NET NEW APPROACH RESULTS IN A  
8 MASSIVE REDUCTION IN THE NUMBER OF AFFORDABLE UNITS THAT WE  
9 ULTIMATELY GET AT THESE PROJECTS AND THAT REDUCTION BEARS NO  
10 RELATIONSHIP TO WHAT'S FEASIBLE IN FACT WITH THE PROJECT. IT'S  
11 AN ARTIFICIAL REDUCTION BASED UPON AN ARTIFICIAL CONSTRUCTION.  
12 SUPERVISOR MOLINA, IN FACT, ASKED SPECIFICALLY HOW THAT  
13 APPROACH IS ARRIVED AT AND THE RESPONSE WAS, IN ESSENCE, THAT  
14 IT WAS SIMPLY A PROPOSAL BUT WE DON'T YET KNOW THE LOGIC OF  
15 IT. WE ONLY KNOW THAT IT RESULTS IN A MASSIVE REDUCTION THAT  
16 BEARS NO RELATIONSHIP TO FEASIBILITY. THE SECOND POINT I WANT  
17 TO MAKE IS SIMPLY THAT WE SHOULD, AS FOLKS HAVE TESTIFIED, BE  
18 ARRIVING AT A HIGHER PERCENTAGE OF VERY LOW AND LOW INCOME  
19 UNITS. THE COUNTY'S HOUSING ELEMENT SHOWS THAT, IN  
20 UNINCORPORATED MARINA, THE 2006 HOUSING ELEMENT SHOWS, IN THE  
21 UNINCORPORATED AREAS OF THE MARINA, THE COUNTY NEEDS THOUSANDS  
22 AND THOUSANDS OF VERY LOW INCOME AND LOW INCOME UNITS. AND THE  
23 MARINA AFFORDABLE HOUSING POLICY PROVIDES THE SINGLE  
24 OPPORTUNITY AND SITUATION WHERE THE COUNTY HAS LEVERAGE TO  
25 OBTAIN, MAKE A SMALL DENT TOWARDS THOSE THOUSANDS AND



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1 THOUSANDS OF VERY LOW AND LOW INCOME UNITS THAT IT MUST OBTAIN  
2 UNDER THE HOUSING ELEMENT REQUIREMENTS. THANK YOU.

3

4 **SUP. YAROSLAVSKY, CHAIRMAN:** THANK YOU, MR. BEACH. ALL RIGHT.  
5 THAT CONCLUDES THE PUBLIC HEARING. SUPERVISOR MOLINA, YOUR  
6 MOTION IS NUMBER 115. SO WE'LL START WITH YOU AND THEN MR.  
7 KNABE.

8

9 **SUP. MOLINA:** LET ME JUST SAY THAT, TO BEGIN WITH, THE ISSUE  
10 HERE IS ABOUT CREATING POLICY AND ESTABLISHING A POLICY WITH  
11 REGARD TO THE MELLO ACT, WHICH GIVES US THAT RESPONSIBILITY  
12 AND THAT DUTY. THE ISSUE OF AFFORDABILITY AND AFFORDABLE  
13 HOUSING, WHETHER WE LIKE IT OR NOT, IS BECOMING MORE AND MORE  
14 OF A GOVERNMENTAL ISSUE. THE REALITY IS THAT ALL OF US, I  
15 THINK, IF WE ALL ASK OURSELVES, IS THAT CAN WE EVEN AFFORD TO  
16 PAY FOR OUR OWN HOUSE TODAY? I KNOW FOR MYSELF THAT I CAN'T  
17 AFFORD TO BUY MY OWN HOUSE. SO THE SITUATION IS THAT  
18 AFFORDABILITY IS BECOMING MORE AND MORE DIFFICULT. ALL OF US  
19 SEE IT WITH OUR CHILDREN, THAT THEY CAN'T AFFORD TO BUY A  
20 HOME. THEY'RE HAVING TROUBLE IN RENTING APARTMENTS AND THE  
21 AVAILABILITY OF AFFORDABILITY IS A TOUGH ONE. WE SEE PEOPLE  
22 MOVING FURTHER AND FURTHER AWAY, WHICH IS CAUSING ALL KINDS OF  
23 SECONDARY PROBLEMS AS FAR AS TRANSPORTATION AND SO ON. SO THE  
24 KEY ISSUE HERE IS THAT THIS BOARD NEEDS TO MAKE A  
25 DETERMINATION ON THIS POLICY. FIRST OF ALL, WE SHOULD MAXIMIZE



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1 THE OPPORTUNITY TO BRING AFFORDABILITY ANY TIME WE HAVE AN  
2 OPPORTUNITY AS COUNTY GOVERNMENT. IN THIS INSTANCE, MORE SO  
3 BECAUSE IT IS OUR PROPERTY. SO WE NEED TO TAKE THE FIRST  
4 LEADERSHIP STEP IN PROVIDING THAT KIND OF LEADERSHIP, THAT  
5 KIND OF MOTIVATION AND THAT KIND OF EFFORT TO ANY OTHER  
6 PRIVATE DEVELOPER. IF WE DON'T DO IT OURSELVES, THEN, WHEN WE  
7 TALK ABOUT THIS ISSUE, IT'S LIKE ASKING EVERYONE ELSE TO TAKE  
8 ON THIS RESPONSIBILITY WHEN WE WON'T TAKE IT ON OURSELVES.  
9 NOW, THE MARINA, AGAIN SOME WOULD SAY, WHY THERE? IT'S A VERY,  
10 VERY EXPENSIVE PLACE TO BE. INSTEAD, AFFORDABILITY SHOULD BE  
11 SOMEWHERE ELSE. BUT I REALLY THINK THAT AFFORDABILITY, THE  
12 REASON IT QUOTE HAS SUCH A BAD NAME IS BECAUSE WE HAVEN'T PAID  
13 THE KIND OF ATTENTION TO THOSE ISSUES. AND AFFORDABILITY  
14 SHOULDN'T BE SEGREGATING POOR PEOPLE ALTOGETHER SOMEWHERE.  
15 THEY SHOULD BE INTEGRATED IN THE COMMUNITY AS WE ARE  
16 INTEGRATED IN HOW WE WORK AND HOW WE PLAY AND HOW WE ENTERTAIN  
17 OURSELVES AND HOW WE FUNCTION AS A SOCIETY. SO, FOR THIS  
18 BOARD, THE ISSUE BEFORE US IS REALLY THAT. ARE WE WILLING TO  
19 TAKE THE KIND OF BOLD STEP THAT WE SHOULD BE TAKING? ARE WE  
20 WILLING TO PROVIDE THE KIND OF LEADERSHIP TO EVERYONE ELSE?  
21 ARE WE ALSO GOING TO BE BOLD ENOUGH TO SAY THAT AFFORDABILITY  
22 SHOULD BE INTEGRATED? WE JUST RECENTLY PASSED THE GRAND AVENUE  
23 PROJECT, AT LEAST THE SCHEMATIC DESIGN. IN IT, YOU HAVE ON  
24 SITE AFFORDABILITY. WITH PROBABLY WHEN THESE CONDOMINIUMS AND  
25 THE HIGH-END PENTHOUSES ARE BUILT ARE GOING TO BE SOME OF THE



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1 MOST EXPENSIVE THROUGHOUT THE REGION BUT IT IS GOING TO BE  
2 INTEGRATED AMONGST IT WITH AFFORDABILITY. AND IT WAS  
3 INTERESTING, AS WE RAISED THIS ISSUE WITH THE DEVELOPER,  
4 RELATED COMPANIES, THEY DIDN'T HAVE A HUGE A PROBLEM WITH IT  
5 BECAUSE THEY DEVELOP IN OTHER AREAS LIKE NEW YORK WHERE YOU  
6 HAVE AFFORDABILITY THAT'S INTEGRATED THROUGHOUT THE COMMUNITY.  
7 SO LET'S FACE IT. WE HAVE THIS POLICY BEFORE US. WE HAVE AN  
8 OPPORTUNITY TO BE BOLD. AGAIN, WE ARE NOT PUTTING IT ON THE  
9 DEVELOPER. THE DEVELOPER IS ALREADY-- WE'VE ALREADY MAXIMIZED  
10 THE BEST NEGOTIABLE RATE WITH THE DEVELOPER. WE'VE ASKED THEM  
11 TO DO VARIOUS THINGS. THEY ARE TAKING THEIR RESPONSIBILITY.  
12 THEY'RE GOING TO HAVE TO PAY INTO THE ISSUE OF AFFORDABILITY  
13 AND WE'VE ALREADY NEGOTIATED THAT ASPECT OF IT. NOW IT'S WHAT  
14 ARE WE GOING TO CONTRIBUTE IN ORDER TO BRING THAT ABOUT? SO I  
15 REALLY THINK IT'S AN OPPORTUNITY TO BE BOLD AND STRONG AND NOT  
16 PAY LIP SERVICE TO AN ISSUE THAT SOMEBODY ELSE CAN HANDLE.  
17 IT'S HERE TODAY. IT IS SOMETHING WE SHOULD DO. AND REALLY IF  
18 YOU THINK ABOUT IT, IT IS ABOUT YOUR OWN CHILDREN. IT IS ABOUT  
19 YOUR OWN STAFF PEOPLE. IT IS ABOUT YOUR OWN NEIGHBORS THAT  
20 CANNOT AFFORD TO LIVE IN MOST OF OUR COMMUNITIES BECAUSE  
21 THEY'RE BEING PRICED OUT SO QUICKLY OUT OF THE MARKET. AND THE  
22 WORST PART ABOUT IT IS THOSE THAT CAN'T EVEN AFFORD TO BUY A  
23 HOUSE, IT'S-- EVEN RENTING IS IMPOSSIBLE. NOT ONLY FINDING  
24 AVAILABLE UNITS BUT, MORE IMPORTANTLY, FINDING AFFORDABLE  
25 UNITS. SO WE HAVE A DUTY HERE. WE HAVE A RESPONSIBILITY HERE.



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1 I PUT A MOTION TOGETHER THAT MAXIMIZES THE OPPORTUNITY AT  
2 EVERY LEVEL. HOW WE COUNT THEM. HOW WE LOOK AT THEM. HOW WE  
3 SET THEM UP. AND OUR RESPONSIBILITY TO THEM. SO I HOPE TO GET  
4 THE SUPPORT OF THE BOARD. I THINK IT'LL BE THE FIRST BOLD STEP  
5 WE'LL BE TAKING IN THE WHOLE AREA OF AFFORDABILITY BUT, AS  
6 MANY PEOPLE MENTIONED TODAY, IT IS THE KIND OF THING THAT WE  
7 ALL HAVE TO UNDERSTAND AND BRACE OURSELVES FOR BECAUSE IT IS  
8 NEVER GOING TO COME DOWN. AND, YOU KNOW, SALARIES ARE NEVER  
9 GOING TO MAKE UP FOR THE HOUSING SHORTAGE AND THE HOUSING  
10 PROBLEMS THAT WE HAVE. SO I HOPE WE WILL HAVE AN OPPORTUNITY  
11 TO EMBRACE THIS KIND OF POLICY.

12

13 **SUP. YAROSLAVSKY, CHAIRMAN:** THANK YOU, SUPERVISOR MOLINA.  
14 SUPERVISOR KNABE?

15

16 **SUP. KNABE:** YEAH, I JUST AM IN AGREEMENT WITH MOST OF WHAT  
17 SUPERVISOR MOLINA HAS SAID. I MEAN, I THINK WE ALL, AS WE LOOK  
18 AT THE ISSUE OF AFFORDABILITY, WE'VE DONE OTHER PROJECTS  
19 WITHIN THE UNINCORPORATED COUNTY. THIS IS ONLY THE ISOLATED  
20 AREA. MARINA DEL REY, THERE IS NO WAY THAT WE CAN DO ALL THAT  
21 WE NEED TO DO IN MARINA DEL REY BUT WE COULD CERTAINLY MAKE A  
22 SIGNIFICANT IMPACT. I GUESS I'D LIKE TO ALSO OFFER UP A MOTION  
23 AND ONE OF THE THINGS I THINK WE HAVE A GREAT OPPORTUNITY TO  
24 DO HERE, BECAUSE A PROBLEM I'VE HAD IS ALWAYS THE OFFSITE  
25 DEVELOPMENT FEE WHERE YOU TRY TO DO SOMETHING OFFSITE. ON



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1 SITE, I THINK, ALLOWS US A MUCH BETTER OPPORTUNITY, ALLOWS US  
2 TO DEAL WITH THE ISSUE OF INTEGRATION AS IT RELATES TO NOT  
3 ISOLATING AND WE'VE BEEN VERY SUCCESSFUL IN OTHER AREAS OF THE  
4 COUNTY. BUT, IN REVIEWING THE FINANCIAL ANALYSIS AND RELATED  
5 INFORMATION, I'LL ASK MY STAFF TO PASS OUT THE MOTION, THE  
6 COUNTY'S ABILITY TO GENERATE REVENUES FROM GROUND LEASES THAT  
7 CAN BE USED TO FINANCE PUBLIC BENEFIT PROGRAMS ON A COUNTYWIDE  
8 BASIS MUST BE BALANCED WITH THE NEED TO PRESERVE EXISTING  
9 AFFORDABLE HOUSING SUPPLIES AND DEVELOP NEW AFFORDABLE HOUSING  
10 UNITS WITHIN THE MARINA. JUDGING BY THE FINANCIAL ANALYSIS,  
11 OPTIONS 1 AND OPTION 6 ACHIEVE A WORKABLE BALANCE BY LIMITING  
12 THE FINANCIAL IMPACT TO THE COUNTY WHILE PROVIDING FOR AN  
13 ADEQUATE NUMBER OF AFFORDABLE HOUSING UNITS TO BE CONSTRUCTED  
14 AS ANY PART OF ANY FUTURE DEVELOPMENT WITHIN THE MARINA. WE  
15 HEAR TESTIMONY ON BOTH SIDES. WE SHOULD GET MORE FOR OUR  
16 MONEY. WE SHOULD GET LESS. WHATEVER IT MAY BE. AND I THINK THE  
17 DIFFERENCE ON SOME OF THESE PERCENTAGES IS THE FACT THAT NO  
18 OTHER PLACE DOES THE GOVERNMENT OWN THE PROPERTY. SO I THINK  
19 THAT'S THE SIGNIFICANT DIFFERENCE HERE. OPTION 1 ALLOWS THE  
20 DEVELOPER TO QUALIFY FOR A DENSITY BONUS WHILE PROVIDING  
21 HOUSING FOR PEOPLE WITH VERY LOW INCOMES. OPTION 6 HELPS  
22 ADDRESS THE NEED FOR MORE AFFORDABLE UNITS FOR PEOPLE WITH  
23 MODERATE LEVEL INCOMES. SO I THEREFORE MOVE THAT THE BOARD OF  
24 SUPERVISORS DIRECT THE C.A.O. TO INCORPORATE THE FOLLOWING IN  
25 THE DRAFT AFFORDABLE HOUSING POLICY FOR MARINA DEL REY IN



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1 ORDER TO ESTABLISH THE PROJECT PARAMETERS FOR THE DRAFT POLICY  
2 FOR THE PURPOSES OF COMPLETING THE REVIEW REQUIRED BY C.E.Q.A.  
3 ONE, THAT WE INCORPORATE THE FOLLOWING GOALS FOR NEW  
4 DEVELOPMENT INCLUSIONARY UNIT. OPTION 1, WHICH SETS A GOAL OF  
5 5 PERCENT OF THE NET NEW UNITS TO BE SET ASIDE FOR VERY LOW  
6 INCOME FAMILIES OR THE ALTERNATIVE, OPTION 6, WHICH SETS A  
7 GOAL OF 7 PERCENT OF THE NET NEW UNITS TO BE SET ASIDE FOR  
8 MODERATE INCOME FAMILIES. TWO, REQUIRE RENTAL LEVELS OF  
9 REPLACEMENT UNITS TO BE EQUIVALENT TO THE INCOME LEVEL OF THE  
10 EXISTING RESIDENTS WHOSE INCOME LEVEL TRIGGERS THE REPLACEMENT  
11 REQUIREMENT. IN OTHER WORDS, REPLACEMENT UNITS MUST BE SET  
12 ASIDE ON A LIKE FOR LIKE BASIS. AND, THREE, REQUIRE THAT THESE  
13 PROVISIONS BE REQUIRED FOR THE TERM OF THE LEASEHOLD. THAT'S  
14 MY MOTION.

15

16 **SUP. YAROSLAVSKY, CHAIRMAN:** ALL RIGHT. IS THERE A SECOND TO  
17 THE MOTION?

18

19 **SUP. BURKE:** I'LL SECOND IT. I HAVE SOME QUESTIONS.

20

21 **SUP. YAROSLAVSKY, CHAIRMAN:** MS. BURKE.

22

23 **SUP. BURKE:** I THINK WE ALL RECOGNIZE THAT AFFORDABILITY IS  
24 SOMETHING THAT IS THE RESPONSIBILITY OF THE COUNTY OF LOS  
25 ANGELES, PARTICULARLY IN THE MARINA, AND I BELIEVE THAT IT



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1 SHOULD BE WITHIN THE MARINA AREA RATHER THAN OFFSITE. SO THAT  
2 I THINK THAT WE HAVE TO LOOK AT THIS WHOLE ISSUE OF ASSURING  
3 THAT WE DO HAVE AFFORDABILITY AND THAT WE UNDERSTAND EXACTLY  
4 WHAT IS WITHIN THE PURVIEW OF AFFORDABILITY. WE'VE HAD A LOT  
5 OF DISCUSSION ABOUT THE CITY OF LOS ANGELES AND THEIR  
6 AGREEMENT OR WITH DEVELOPERS AS FAR AS I SUPPOSE IT'S A  
7 SETTLEMENT OF A PENDING LAWSUIT. I'D LIKE TO GET SOME  
8 INFORMATION IN TERMS OF THE DEFINITION OF SOME OF THESE TERMS  
9 IN TERMS OF LOW AND ALSO MODERATE. IF I COULD GET SOMEONE?  
10 COULD C.D.C. COME FORWARD? I'D LIKE TO GET SOME COMPARISON OF  
11 THE CITY OF LOS ANGELES AND THEIR DEFINITIONS OF LOW AS IT  
12 COMPARES TO OUR DEFINITION.

13

14 **BLAIR BABCOCK:** I'LL INTRODUCE MYSELF, I'M BLAIR BABCOCK. I'M  
15 THE MANAGER OF HOUSING DEVELOPMENT FOR THE COMMUNITY  
16 DEVELOPMENT COMMISSION.

17

18 **SUP. BURKE:** COULD YOU GIVE US JUST SOME BASIC COMPARISONS IN  
19 TERMS OF WHAT WE CONSIDER VERY LOW AND WHAT THE CITY OF LOS  
20 ANGELES CONSIDERS VERY LOW?

21

22 **BLAIR BABCOCK:** WELL, I THINK PERHAPS THE BEST WAY TO DO THAT  
23 WOULD BE TO GIVE YOU SOME EXAMPLES OF THE RENTS THAT ARE  
24 CHARGED.

25



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1 **SUP. BURKE:** RIGHT.

2

3 **BLAIR BABCOCK:** FOR EXAMPLE, THE CITY OF LOS ANGELES, FOR A ONE  
4 BEDROOM UNIT, A VERY LOW INCOME UNIT, WOULD CHARGE \$694 AND  
5 THAT INCLUDES A DEDUCTION FOR UTILITY ALLOWANCE. AND THEN A 1  
6 BEDROOM UNIT THAT WOULD COME UNDER OUR STANDARDS, IT WOULD BE  
7 \$519. SO, OBVIOUSLY, THERE'S A CONSIDERABLE DIFFERENCE BETWEEN  
8 THE TWO, WELL OVER \$100.

9

10 **SUP. BURKE:** AND WHAT ABOUT THE LOW?

11

12 **BLAIR BABCOCK:** THE LOW INCOME, AS WE DEFINE IT, IS 80 PERCENT  
13 OF THE MEDIAN INCOME OR LESS. FOR A ONE BEDROOM UNIT THAT  
14 WOULD BE IN THE CITY OF LOS ANGELES, \$1,137 AND IN THE COUNTY  
15 IT WOULD BE \$634.

16

17 **SUP. BURKE:** SO OUR DEFINITIONS OF LOW AND VERY LOW HIT A  
18 TOTALLY DIFFERENT GROUP OF PEOPLE THAN THE CITY DOES IN TERMS  
19 OF THEIR DEFINITION?

20

21 **BLAIR BABCOCK:** YES, THEY DO. IT'S OUR BELIEF, IN FACT, THAT WE  
22 HAVE VERIFIED THIS WITH COUNTY COUNSEL, THAT THE MELLO ACT  
23 REALLY CALLS FOR THE USE OF STATE INCOME STANDARDS WHICH ARE  
24 ESTABLISHED BY THE STATE DEPARTMENT OF HOUSING AND COMMUNITY



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1 DEVELOPMENT AND THEY USE A DIFFERENT INCOME STANDARD THAN THE  
2 COUNTY DOES OR THE CITY DOES, I SHOULD BE SAYING.

3

4 **SUP. BURKE:** ARE WE USING THE STATE STANDARD?

5

6 **BLAIR BABCOCK:** YES. THE STATE STANDARD IS USED BY THE COUNTY.

7

8 **SUP. BURKE:** SO THAT WILL BRING INTO OUR DEFINITIONS OF  
9 MODERATE PEOPLE THAT ALMOST ARE LOW IN THE CITY, IS THAT  
10 CORRECT?

11

12 **BLAIR BABCOCK:** YES. THAT IS CLOSE.

13

14 **SUP. BURKE:** SO I THINK THAT WE HAVE TO LOOK AT THESE THINGS IN  
15 TERMS OF OUR DEFINITIONS.

16

17 **BLAIR BABCOCK:** YES.

18

19 **SUP. BURKE:** IT'S ONE THING TO HAVE A DEFINITION YOU THROW OUT.  
20 IT'S SOMETHING ELSE TO SAY THAT YOU'RE GOING TO MEET A CERTAIN  
21 POPULATION. AND I'M VERY CONCERNED ABOUT MAKING AVAILABLE,  
22 WITHIN THE MARINA, HOUSING FOR PEOPLE WHO ARE LOW INCOME  
23 PEOPLE, WHO ARE MODERATE INCOME BECAUSE WE DO NEED TO HAVE  
24 THAT VARIETY WITHIN THE MARINA DEL REY. AND I'M ONE OF THESE  
25 PEOPLE WHO HAS BEEN IN THE MARINA FOR YEARS AND YEARS. IT'S



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1 NOT A MATTER THAT I'M JUST A DRIVE THROUGH PERSON. I'VE HAD AN  
2 ONGOING RELATIONSHIP IN TERMS OF LIVING, LIVING NEARBY AND  
3 ALSO, OF COURSE, COMING IN AND OUT FOR ALL THE SERVICES THAT  
4 ALL OF US PARTICIPATE WITHIN THE MARINA. SO I'M VERY FAMILIAR  
5 WITH THE PEOPLE WHO LIVE THERE AND ALSO I'VE ALSO WATCHED  
6 DETERIORATION OF AREAS OF THE MARINA. AND IT'S VERY-- IT WAS  
7 VERY DISAPPOINTING TO SEE SOME OF THE SLIPS DETERIORATE, THE  
8 APARTMENTS DETERIORATE. AND I THINK IT'S VERY IMPORTANT THAT  
9 WE HAVE THOSE UNITS REPLACED, THAT WE BUILD UP THAT MARINA. IT  
10 SHOULD BE A PLACE THAT PEOPLE LOOK AT AND IT LOOKS GOOD. AND  
11 IT'S GOING IN THAT DIRECTION. SERVICES ARE BETTER. FACILITIES  
12 ARE MUCH BETTER. BUT WE ALSO NEED TO REPLACE SOME OF THOSE  
13 RUNDOWN APARTMENTS THAT HAVE BEEN ALLOWED TO RUN DOWN. AND I  
14 KNOW IT WAS A NUMBER OF CIRCUMSTANCES. YOU KNOW, PEOPLE FORGET  
15 THAT WE HAVE GONE THROUGH RECESSIONS WHERE SOME OF THOSE  
16 PEOPLE WHO MIGHT HAVE BEEN BUYING OR MIGHT HAVE BEEN LIVING IN  
17 HIGH INCOME PLACES ALL OF A SUDDEN THEY WEREN'T ABLE TO PAY  
18 FOR THEM. WE HAVEN'T COME TO THE LAST ONE OF THOSE. SO THAT WE  
19 HAVE TO LOOK AT ALL OF OUR INVESTMENT AS WE TRY TO PROTECT OUR  
20 INVESTMENTS IN SUCH A WAY TO SAY, OKAY, WE KNOW THAT ALL OF  
21 THESE HIGH INCOME PEOPLE ARE GOING TO ALWAYS PAY THESE LARGE  
22 RENTS BUT ALL YOU HAVE TO DO IS LOOK AT THE MARINA CITY CLUB  
23 AND SEE WHAT'S HAPPENED TO IT OVER THE YEARS WHERE THERE WERE  
24 PEOPLE WHO WERE PAYING HIGH RENTS AND NOW, YOU KNOW, IT'S  
25 COMING BACK A LITTLE BIT NOW BUT IT WASN'T DOING TOO WELL A



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1 COUPLE OF YEARS AGO. SO I REALLY THINK THAT WE HAVE A  
2 RESPONSIBILITY TO HAVE AFFORDABILITY BUT WE HAVE TO LOOK AT  
3 LIKE FOR LIKE. WE CAN'T THROW OUT ONE MEASURE FOR THE CITY AND  
4 THEN ANOTHER MEASURE FOR THE COUNTY AND THEN TRY TO SAY THAT  
5 WE'RE PROVIDING THE SAME KIND OF A SERVICE. I THINK THAT WE DO  
6 HAVE TO PROVIDE AFFORDABILITY BUT WE NEED TO BE HONEST IN  
7 TERMS OF WHAT WE'RE PROVIDING.

8

9 **SUP. YAROSLAVSKY, CHAIRMAN:** IS THERE ANY OTHER DISCUSSION ON  
10 THIS? STICK AROUND. THE COSTS THAT ARE IN THE INFORMATION YOU  
11 GAVE US, THE CHARTS, ARE THESE COSTS FOR THE LIFETIME OF THE  
12 PROJECT?

13

14 **RICHARD WEISS, COUNSEL.:** MR. CHAIRMAN, I WOULD ASK THAT OUR  
15 ECONOMIC CONSULTANTS COME UP TO ANSWER YOUR QUESTIONS  
16 REGARDING THE ACTUAL MONETARY ISSUES.

17

18 **SUP. MOLINA:** BEFORE YOU DO THAT, ON MS. BURKE'S CLARIFICATION  
19 BECAUSE I GOT CONFUSED FOR THAT. WE ARE THE SAME AS THE CITY,  
20 ARE WE NOT?

21

22 **BLAIR BABCOCK:** NO. IN THE MARINA, WE WOULD NOT BE CHARGING THE  
23 SAME RENTS.

24



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The Los Angeles County Board of Supervisors

1 **SUP. MOLINA:** NO, NO. I MEAN, BUT AS FAR AS RESPONSIBILITY AS  
2 TO INCLUSIONARY AND THAT, WE ARE THE SAME, CORRECT?

3

4 **RICHARD WEISS, COUNSEL:** SUPERVISOR MOLINA, IF I COULD ANSWER  
5 THAT ONE. THE MELLO ACT APPLIES EQUALLY IN THE CITY AND COUNTY  
6 WITH RESPECT TO THEIR TERRITORY IN THE COASTAL ZONE.

7

8 **SUP. MOLINA:** DO WE HAVE THE SAME PROPOSAL ON THE POLICY? MS.  
9 BURKE ASKED THE QUESTION THAT IT'S DIFFERENT. IS IT DIFFERENT?

10

11 **SUP. BURKE:** MY QUESTION WAS HOW DO YOU DEFINE LOW INCOME IS  
12 DIFFERENT.

13

14 **BLAIR BABCOCK:** RIGHT. IN THE STATE AND THE-- BOTH THE STATE  
15 AND H.U.D. USE THE SAME DEFINITION OF LOW INCOME BUT THE STATE  
16 HAS A METHODOLOGY FOR CALCULATING RENTS THAT IS CONSIDERABLY  
17 DIFFERENT THAN WHAT THE FEDERAL GOVERNMENT USES.

18

19 **SUP. MOLINA:** AND THE CITY USES WHAT?

20

21 **BLAIR BABCOCK:** THEY ARE CURRENTLY USING THE H.U.D. STANDARD.

22

23 **SUP. MOLINA:** RIGHT. AND SO THE H.U.D. STANDARD ALLOWS FOR  
24 HIGHER INCOME?

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 **BLAIR BABCOCK:** YES, IT DOES. HIGHER RENTS.

2

3 **SUP. MOLINA:** ALL RIGHT. GOOD, THANK YOU.

4

5 **SUP. YAROSLAVSKY, CHAIRMAN:** CAN I ASK-- ARE THESE FIGURES,  
6 LIKE, ON SUPERVISOR KNABE'S MOTION, 33.7 MILLION THE COUNTY  
7 REVENUE LOST, THIS IS FOR THE-- OVER WHAT PERIOD OF TIME?

8

9 **SPEAKER:** THAT'S OVER THE TERM OF THE LEASES. IT'S  
10 APPROXIMATELY 60 YEARS.

11

12 **SUP. YAROSLAVSKY, CHAIRMAN:** 60 YEARS. AND SO THE REVENUE LOSS,  
13 LET'S JUST PICK ANY ONE OF THEM BUT LET'S PICK-- ON MR.  
14 KNABE'S MOTION, IT'S 33.7 MILLION, WHAT IS THAT A LOSS? OVER  
15 WHAT BASE? WHAT IS THE TOTAL REVENUE?

16

17 **SPEAKER:** THIS IS A PRESENT VALUE.

18

19 **SUP. YAROSLAVSKY, CHAIRMAN:** I KNOW. WHAT IS THE TOTAL NET  
20 PRESENT VALUE OF THE REVENUE?

21

22 **SPEAKER:** THE GROSS REVENUE IS 132...

23

24 **SUP. YAROSLAVSKY, CHAIRMAN:** NO, THAT'S NOT WHAT I ASKED. THE  
25 33.7 IS A REVENUE LOSS. SUBTRACTED FROM WHAT?



The Meeting Transcript of  
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1

2 **SPEAKER:** FROM 132. SO THE GROSS IS ABOUT 100.

3

4 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY. THAT'S NOT A NET PRESENT  
5 VALUE FIGURE?

6

7 **SPEAKER:** THOSE ARE NET PRESENT VALUE FIGURES.

8

9 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY. SO YOU HAVE 132, BASICALLY,  
10 IS THE REVENUE THAT WE'RE GETTING OVER THE LIFETIME OF THE  
11 PROJECT. AND THESE FIGURES 33.7 OR 62 MILLION LOSS IS TO BE  
12 SUBTRACTED FROM 132, CORRECT?

13

14 **SPEAKER:** THAT'S CORRECT, SIR.

15

16 **SUP. YAROSLAVSKY, CHAIRMAN:** IT CAN TELL US WHAT OUR NET  
17 REVENUE IS, WHAT THE NET IS?

18

19 **SPEAKER:** THAT'S CORRECT, SIR.

20

21 **SUP. YAROSLAVSKY, CHAIRMAN:** SO I'M JUST-- THE REVENUE LOSS IS  
22 OUR BUSINESS. AND I'M JUST-- NO, I'M NOT, I'M NOT ACTUALLY  
23 CURIOUS-- WHY THE LESSEES FEEL AS STRONGLY AS THEY DO AND I  
24 DON'T KNOW WHO THE APPROPRIATE PERSON TO ASK. I REALLY DON'T  
25 WANT TO ASK THE LESSEES TO COME BACK UP HERE, BUT WHY--



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1 SUPPOSE WE CHOSE TO EAT MORE OF A LOSS THAN YOU ARE  
2 RECOMMENDING AND THE STAFF IS RECOMMENDING, THAT WOULD BE OUR  
3 BUSINESS AND WE'D HAVE TO LIVE WITH THE CONSEQUENCES. WHY DO  
4 THE LESSEES CARE ONE WAY OR THE OTHER? ANYBODY SHED SOME LIGHT  
5 ON THAT? WHETHER IT'S 5 PERCENT OR 7 PERCENT OR 10 PERCENT?

6

7 **SUP. MOLINA:** I THINK IT'S SORT OF LIKE DISNEYLAND. THEY DON'T  
8 WANT AFFORDABLE NEXT DOOR TO THEM.

9

10 **SUP. YAROSLAVSKY, CHAIRMAN:** YEAH, WELL, THAT'S WHAT I WAS-- I  
11 MEAN, I'D LIKE TO THINK THAT'S NOT THE CASE BUT IT'S PROBABLY  
12 NAIVE ON MY PART TO THINK SO. I ACTUALLY-- I THINK THERE ARE  
13 MORE OPTIONS THAN JUST THESE TWO OPTIONS, THAN SUPERVISOR  
14 MOLINA'S MOTION OR MR. KNABE'S MOTION, BUT SUPERVISOR MOLINA'S  
15 MOTION, AT LEAST FOR DISCUSSION PURPOSES, GETS US CLOSER TO  
16 WHERE AT LEAST I WANT TO BE IN ADDRESSING THE AFFORDABLE  
17 ISSUE. I SAID LAST TIME AND I MEAN IT, I AM LESS FOCUSED ON  
18 THE LOW AND VERY LOW, ESPECIALLY AS THE CITY DOES IT, THAN I  
19 AM ON LOW AND MODERATE AND I THINK THERE'S SOME VALUE, ALSO,  
20 SOME SOCIAL VALUE IN ADDRESSING WORKFORCE HOUSING, AS WELL. I  
21 DON'T THINK-- I WON'T REPEAT WHAT I SAID LAST TIME BUT I DO  
22 THINK THERE'S A NEED TO ADDRESS THAT, ESPECIALLY IN THAT PART  
23 OF THE WEST SIDE OF LOS ANGELES BETWEEN THE 405 AND THE OCEAN.  
24 THERE'S NO DOUBT ABOUT IT. BUT, BETWEEN SUPERVISOR MOLINA'S  
25 MOTION, WHICH, AS I UNDERSTAND IT FROM THE INFORMATION THAT--



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1 THE ANALYSIS THAT WE'VE BEEN GIVEN, WOULD COST 62 MILLION OFF  
2 THE 132 AND SUPERVISOR KNABE'S MOTION, WHICH WOULD COST 33.7  
3 MILLION OFF THE 132, THERE ARE ALSO OTHER OPTIONS THAT WE  
4 COULD, IN BETWEEN THOSE TWO. FOR EXAMPLE, ONE THAT WOULD-- AN  
5 OPTION THAT WOULD REQUIRE 10 PERCENT NEW NET UNITS, CORRECT?  
6 THAT'S AN OPTION. MR. KNABE'S MOTION IS 7 PERCENT NET NEW.

7

8 **SUP. KNABE:** MINE IS EITHER/ OR. SUPERVISOR MOLINA'S IS--

9

10 **SUP. YAROSLAVSKY, CHAIRMAN:** YOURS IS EITHER/OR WHAT?

11

12 **SUP. KNABE:** I MEAN, THERE'S ANOTHER OPPORTUNITY, LIKE, AND  
13 SUPERVISOR MOLINA'S MOTION IS THAT, INSTEAD OF THE ADJUSTED,  
14 USE THE NET NEW FIGURE, TOO.

15

16 **SUP. YAROSLAVSKY, CHAIRMAN:** BUT WHAT DOES-- EITHER WHAT OR  
17 WHAT?

18

19 **SUP. KNABE:** IN MY MOTION, IT'S EITHER 5 PERCENT VERY LOW OR  
20 THE ALTERNATIVE, WHICH IS OPTION 6, IS 7 PERCENT OF THE NET  
21 NEW BE SET ASIDE FOR MODERATE INCOME FAMILIES.

22

23 **SUP. YAROSLAVSKY, CHAIRMAN:** RIGHT. SUPERVISOR MOLINA'S IS 63  
24 MODERATE...

25



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1 **SUP. KNABE:** IS 5 AND 5. SHE DOESN'T DEAL WITH VERY LOW. SHE  
2 DEALS WITH 5 PERCENT LOW AND 5 PERCENT MODERATE.

3

4 **SUP. MOLINA:** YOU'LL GET MORE UNITS.

5

6 **SUP. YAROSLAVSKY, CHAIRMAN:** AND ANOTHER OPTION, YOU WANT 5  
7 PERCENT MODERATE AND 5 PERCENT LOW ON THE NET NEW UNITS.

8

9 **SUP. KNABE:** THAT'S ANOTHER OPTION. THAT'S NOT WHAT HERS IS BUT  
10 THAT'S ANOTHER OPTION.

11

12 **SUP. YAROSLAVSKY, CHAIRMAN:** THAT'S NOT HERS. I UNDERSTAND IT'S  
13 NOT HERS.

14

15 **SUP. BURKE:** WHICH NUMBER IS THAT ON?

16

17 **SUP. YAROSLAVSKY, CHAIRMAN:** THAT'S THE FAR RIGHT ON THE CHART.

18

19 **SUP. BURKE:** I KNOW BUT WHICH NUMBER IS IT OF THE OPTIONS?

20

21 **SUP. YAROSLAVSKY, CHAIRMAN:** THAT I DON'T KNOW.

22

23 **SUP. BURKE:** IT'S KIND OF HARD TO DO THIS UNLESS YOU HAVE  
24 SOMETHING...

25



The Meeting Transcript of  
The Los Angeles County Board of Supervisors

1 **C.A.O. JANSSEN:** IS IT ONE OF THE OPTIONS IN THE BASE BOARD  
2 LETTER?

3

4 **SUP. KNABE:** IT'S CLOSE TO OPTION NUMBER 8, I BELIEVE, IS THAT  
5 CORRECT? OPTION 8 IS VERY LOW AND MODERATE, 5 AND 5.

6

7 **SUP. YAROSLAVSKY, CHAIRMAN:** YEAH, IT'S THE...

8

9 **SUP. KNABE:** CLOSE TO IT. SUPERVISOR MOLINA'S IS LOW AND  
10 MODERATE.

11

12 **SPEAKER:** SUPERVISOR?

13

14 **SUP. YAROSLAVSKY, CHAIRMAN:** YES.

15

16 **SPEAKER:** WE'VE JUST GIVEN YOUR STAFF PERSON A REVISED CHART OR  
17 A NEW CHART, UPDATED CHART THAT INCLUDES THAT PARTICULAR  
18 OPTION.

19

20 **SUP. MOLINA:** THERE IS A NEW CHART THAT HAS IT?

21

22 **SPEAKER:** YES.

23

24 **SUP. MOLINA:** YOU'RE GOING TO BRING IT IN?

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 **SUP. YAROSLAVSKY, CHAIRMAN:** ALL RIGHT. AND WHY DON'T YOU WALK  
2 US THROUGH IT?

3

4 **SPEAKER:** I BELIEVE THE OPTION YOU'RE...

5

6 **SUP. YAROSLAVSKY, CHAIRMAN:** IS THE FAR RIGHT, THE ADDITIONAL  
7 SCENARIOS COLUMN.

8

9 **SPEAKER:** CORRECT. THAT OPTION WAS EVALUATED. IT WOULD REQUIRE  
10 A LIKE FOR LIKE REPLACEMENT. IT WOULD HAVE 10 PERCENT BASED ON  
11 THE NET NEW BASE, WHICH WOULD TRANSLATE INTO 96 MODERATE UNITS  
12 BEING BUILT, A TOTAL OF 136 AFFORDABLE UNITS THAT WOULD GO  
13 THROUGH THE TERM OF THE LEASE. THE COST FOR THAT PARTICULAR  
14 OPTION WOULD BE \$48.3 MILLION OR 37 PERCENT OF THE MARKET  
15 RENT.

16

17 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY. WELL, WE HAVE TWO MOTIONS.  
18 I'M NOT GOING TO ADD ANOTHER MOTION AT THIS STAGE OF THE GAME  
19 TO FURTHER CONFUSE THE ISSUE BUT WE HAVE TWO MOTIONS BEFORE  
20 US. SUPERVISOR MOLINA'S ITEM, WHICH IS ITEM 115 AND SUPERVISOR  
21 KNABE HAS...

22

23 **CLERK SACHI HAMAI:** 116-D.

24

25 **SUP. YAROSLAVSKY, CHAIRMAN:** IS IT 116, SORRY, 116-D. AND...



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The Los Angeles County Board of Supervisors

1

2 **CLERK SACHI HAMAI:** SUPERVISOR KNABE...

3

4 **SUP. YAROSLAVSKY, CHAIRMAN:** IS THERE ANY FURTHER DISCUSSION ON  
5 THIS AT THIS POINT? SEEING NONE, LET'S TAKE UP SUPERVISOR  
6 MOLINA'S MOTION FIRST. I'LL SECOND HER MOTION. CALL THE ROLL  
7 ON HER MOTION.

8

9 **CLERK SACHI HAMAI:** THIS IS ON ITEM 116-D. SUPERVISOR MOLINA?

10

11 **SUP. MOLINA:** AYE.

12

13 **CLERK SACHI HAMAI:** SUPERVISOR BURKE?

14

15 **SUP. BURKE:** NO.

16

17 **CLERK SACHI HAMAI:** SUPERVISOR KNABE?

18

19 **SUP. KNABE:** NO.

20

21 **CLERK SACHI HAMAI:** SUPERVISOR ANTONOVICH?

22

23 **SUP. ANTONOVICH:** NO.

24

25 **CLERK SACHI HAMAI:** SUPERVISOR YAROSLAVSKY?



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The Los Angeles County Board of Supervisors

1

2 **SUP. YAROSLAVSKY, CHAIRMAN:** AYE. IT FAILS. THE NEXT ITEM IS  
3 MR. KNABE'S MOTION.

4

5 **SUP. MOLINA:** JUST A SECOND.

6

7 **SUP. YAROSLAVSKY, CHAIRMAN:** MS. MOLINA?

8

9 **SUP. MOLINA:** WERE YOU PLANNING ON THIS ADDITION-- YOU'RE NOT  
10 INTRODUCING THIS ADDITION?

11

12 **SUP. YAROSLAVSKY, CHAIRMAN:** I WOULD IF I THOUGHT WE COULD GET  
13 A THIRD VOTE.

14

15 **SUP. MOLINA:** WELL, THEN, LET'S TALK ABOUT THIS, ALL RIGHT,  
16 BECAUSE I'M GOING TO WORK ON THIS. LET ME UNDERSTAND SOME OF  
17 THE CONCERNS HERE. NOW, EARLIER, IT WAS ASKED ABOUT I WOULD BE  
18 MORE COMFORTABLE IF THE CITY WERE THE SAME, OKAY, IF WE AND  
19 THE CITY ARE THE SAME. WHY ARE WE NOT THE SAME?

20

21 **BLAIR BABCOCK:** I CAN'T REALLY ANSWER THAT QUESTION. I MADE AN  
22 INQUIRY...

23

24 **SUP. MOLINA:** MR. ROYER, WHY ARE WE NOT THE SAME?

25



The Meeting Transcript of  
The Los Angeles County Board of Supervisors

1 **MR. ROYER:** I CAN'T ANSWER THAT.

2

3 **SUP. MOLINA:** WHO CAN ANSWER WHY WE'RE NOT THE SAME?

4

5 **MR. ROYER:** SUPERVISOR, WHAT I CAN SAY IS I BELIEVE THAT THE  
6 WAY WE ARE CALCULATING THE RENTAL RATES FOR THE AFFORDABLE  
7 UNITS IS CONSISTENT WITH THE MELLO ACT. THE MELLO ACT...

8

9 **SUP. MOLINA:** BUT WHY ISN'T THE CITY SUBJECTED TO THE SAME  
10 MELLO ACT AS WE ARE?

11

12 **MR. ROYER:** THE CITY IS.

13

14 **SUP. MOLINA:** THEN WHY IS IT DIFFERENT?

15

16 **MR. ROYER:** THEY ARE NOT DOING IT ACCORDING TO THE MELLO ACT  
17 AND THE SPECIFIC STATUTORY PROVISIONS.

18

19 **SUP. BURKE:** BUT THEY HAVEN'T ADOPTED IT AS SUCH, HAVE THEY?  
20 ISN'T THIS JUST A SETTLEMENT THAT THEY'VE ENTERED INTO AS FAR  
21 AS THIS IS CONCERNED?

22

23 **MR. ROYER:** THE CITY IS CURRENTLY WORKING OFF AN INTERIM MELLO  
24 ACT POLICY...

25



The Meeting Transcript of  
The Los Angeles County Board of Supervisors

1 **SUP. BURKE:** AN INTERIM. THEY HAVEN'T ADOPTED IT YET.

2

3 **SUP. MOLINA:** WELL, WAIT A MINUTE. YOU SAID IT WASN'T THE SAME.  
4 I WANT TO MAKE IT THE SAME. MS. BURKE, WE NEED YOUR SUPPORT  
5 FOR AFFORDABLE HOUSING SO...

6

7 **SUP. BURKE:** OKAY. LET ME SAY THIS. YOU KNOW WHAT? IF SOMEONE  
8 HAD-- I WANTED TO LOOK AT THIS. AND I'VE SPENT THE TIME  
9 LOOKING AT IT. AND, IF THERE WERE OTHER ALTERNATIVES, I WOULD  
10 HAVE LOOKED AT THEM. THE ONE THING THAT REALLY WAS VERY  
11 OBVIOUS TO ME IS THAT WE WERE NOT-- WE'RE TALKING ABOUT APPLES  
12 AND ORANGES. WE'RE TALKING ABOUT LOW INCOME WITH THE CITY  
13 BEING ONE THING AND OVER IN THE COUNTY BEING SOMETHING ELSE.  
14 AND, IN LOOKING AT IT, MY EVALUATION OF THE CIRCUMSTANCES WERE  
15 SUCH THAT I CAME TO A CONCLUSION AND I COULD HAVE SHARED THAT  
16 WITH ANYONE WHO ASKED ME. AT THIS POINT, I'M NOT INTERESTED IN  
17 LOOKING AT SOMETHING THAT I DON'T HAVE THE FULL UNDERSTANDING  
18 OF AND ALL THE INFORMATION BEFORE ME.

19

20 **SUP. MOLINA:** WELL, THEN, WE'RE NOT READY TO VOTE.

21

22 **SUP. BURKE:** AND WE CAN VOTE-- WE VOTED AND I'M READY TO VOTE  
23 ON IT AND I TOLD EVERYONE THERE WAS NEVER ANY QUESTION...

24



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1 **SUP. MOLINA:** WHAT DO YOU MEAN? IF YOU'RE READY TO VOTE ON IT--  
2 I WANT TO UNDERSTAND, IF WE DON'T HAVE ALL OF THE INFORMATION,  
3 WE CAN WAIT. I MEAN THIS IS NOT-- WE CAN WAIT ANOTHER WEEK TO  
4 GET THE RIGHT INFORMATION BECAUSE I WANT TO UNDERSTAND...

5

6 **SUP. BURKE:** WE WAITED SO LONG.

7

8 **SUP. MOLINA:** BUT YOU SAID YOU WANT CONSISTENCY. I'M WILLING TO  
9 WORK TOWARD CONSISTENCY. I JUST DON'T KNOW WHAT THE CITY IS  
10 DOING. NOW, WE SHOULD MAXIMIZE THE AFFORDABLE UNITS. IS THE  
11 CITY-- ARE WE IN VIOLATION OF THE MELLO ACT IF WE COPY WHAT  
12 THE CITY IS DOING OR MIMIC WHAT THE CITY IS DOING?

13

14 **RICHARD WEISS, COUNSEL:** I'M SORRY, SUPERVISOR, COULD YOU  
15 REPEAT THE QUESTION?

16

17 **SUP. MOLINA:** THE QUESTION IS, WOULD WE BE IN VIOLATION OF THE  
18 MELLO ACT IF WE WERE TO MIMIC WHAT THE CITY IS PRESENTLY  
19 DOING?

20

21 **RICHARD WEISS, COUNSEL:** I BELIEVE THAT, YES, WE WOULD IN THE  
22 SENSE THAT...

23

24 **SUP. MOLINA:** OKAY. IF THAT'S THE CASE, WHY ISN'T THE CITY IN  
25 VIOLATION OF THE MELLO ACT?



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1

2 **RICHARD WEISS, COUNSEL:** AS I UNDERSTAND IT, THE CITY IS USING  
3 THE STRAIGHT H.U.D. NUMBERS. AS MR. BABCOCK INDICATED...

4

5 **SUP. MOLINA:** I UNDERSTAND WHAT THEY'RE USING. I ASKED A  
6 DIFFERENT QUESTION. WHY IS THE CITY NOT IN VIOLATION OF THE  
7 MELLO ACT IF WE WOULD BE IF WE USED THE SAME H.U.D. NUMBERS?

8

9 **RICHARD WEISS, COUNSEL:** I'M NOT SURE THEY'RE NOT IN VIOLATION  
10 OF THE MELLO ACT. IF THEY'VE NEVER BEEN CHALLENGED, THEN  
11 THERE'S NOBODY THERE TO HAVE ASSERTED THAT THAT'S A VIOLATION.

12

13 **SUP. MOLINA:** ARE YOU ABSOLUTELY SURE OF THAT?

14

15 **RICHARD WEISS:** I AM NOT AWARE OF ANY ATTACK SPECIFICALLY ON  
16 THE CITY'S INTERIM MELLO ACT POLICY.

17

18 **SUP. MOLINA:** THAT'S NOT WHAT I ASKED. ARE YOU ABSOLUTELY SURE  
19 IT'S A VIOLATION WHEN, IN FACT, THEY'RE DOING IT AND NOBODY'S  
20 BOTHERING THEM? AND, IF NOBODY'S BOTHERING IT, WHY DON'T WE DO  
21 IT, TOO?

22

23 **RICHARD WEISS:** WELL, MY CONCLUSION IS BASED ON THE FACT THAT  
24 THE MELLO ACT SPECIFICALLY TELLS YOU WHAT STATUTE TO LOOK AT



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The Los Angeles County Board of Supervisors**

1 IN DETERMINING WHAT IS A PERSON OF LOW OR MODERATE INCOME.

2 IT'S SPECIFICALLY CALLED OUT RIGHT IN THE MELLO ACT.

3

4 **SUP. MOLINA:** WELL, THEN, I'M CONCERNED ABOUT THIS. BECAUSE IF  
5 ONE OF THE RESISTANT ISSUES TO BRINGING MORE AFFORDABILITY IS  
6 AN INCONSISTENCY IN LAWYERS GETTING TOGETHER AND DETERMINING  
7 WHAT IS LEGAL AND WHAT IS NOT, THEN I THINK THE LAWYERS SHOULD  
8 GET TOGETHER AND DO THAT IN ORDER TO HAVE THAT KIND OF  
9 CONSISTENCY BECAUSE IT'S FAIRLY DRAMATIC IN THE NUMBERS.

10

11 **SUP. BURKE:** WELL, WE'VE HAD THIS BEFORE US. WE'VE KNOWN THAT  
12 THE CITY HAD DIFFERENT NUMBERS. WE'VE HAD ALL THE CHARTS  
13 BEFORE US. IT'S NOT AS IF THIS IS SOMETHING NEW. I MEAN, AND  
14 EVERYONE HERE HAS SPENT HOURS, THEY'VE MET WITH EVERYBODY.  
15 THEY'VE TALKED TO PEOPLE...

16

17 **SUP. MOLINA:** BUT MS. BURKE-- I KNOW, BUT, MS. BURKE, WHAT I  
18 GUESS I'M TRYING TO DO IS TO FIGURE OUT HOW TO MAXIMIZE THE  
19 AFFORDABLE UNITS AT THE MARINA. I READ THE NUMBERS, AS WELL.  
20 AND I AM ASKING IF YOU WANT CONSISTENCY, I'M WILLING TO  
21 SUPPORT CONSISTENCY FOR YOU.

22

23 **SUP. BURKE:** I DON'T THINK THAT-- YOU KNOW, THE CITY HAS MADE  
24 THEIR DETERMINATION. I THINK THAT OUR APPROACH IS MUCH FAIRER.  
25 I THINK THAT WHERE YOU HAVE-- IF YOU'RE TALKING ABOUT VERY



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1 LOW, IT SHOULD BE VERY LOW. IT SHOULDN'T BE REALLY A DIFFERENT  
2 KIND OF NUMBER. SO, YOU KNOW, THE CITY OPERATES THE WAY THEY  
3 WANT TO OPERATE. AND THEIR CIRCUMSTANCE IS MUCH DIFFERENT.  
4 THEY'RE WORKING WITH A DIFFERENT KIND OF CRITERIA. WE'RE  
5 TALKING ABOUT LEASED LAND AND YOU HAVE A NUMBER OF OTHER  
6 THINGS. YOU HAVE THE FACT THAT, YOU KNOW, ONCE THAT DEVELOPER  
7 LEAVES, THE CITY IS FINISHED WITH IT WHEN THE TRANSACTION IS  
8 COMPLETED. WE'RE GOING TO LIVE WITH IT YEAR AFTER YEAR AFTER  
9 YEAR. SO IT'S A DIFFERENT SITUATION. THE CITY HAS EVERY RIGHT  
10 TO DO IT THE WAY THEY WANT. IF THEY HAVE A LAWSUIT, THEY'LL  
11 SETTLE THAT LAWSUIT OR THEY'LL WORK IT OUT. WE HAVE BEFORE US  
12 OUR CRITERIA. I THINK THEY'RE REASONABLE. I THINK OUR CRITERIA  
13 FOR LOW IS REASONABLE AND I ACCEPT IT.

14

15 **SUP. MOLINA:** THEN IT IS VERY DISINGENUOUS TO SAY THAT, IF YOU  
16 WANTED CONSISTENCY-- I'M JUST TRYING TO FIND A WAY THAT WE  
17 COULD HAVE CONSISTENCY THAT SO WE COULD MAXIMIZE THE NUMBER OF  
18 UNITS. IT IS TRUE WE'RE GOING TO LIVE WITH THIS AND THAT'S WHY  
19 I'M TRYING TO FIND A WAY THAT WE'RE GOING TO HAVE SOMETHING  
20 THAT'S GOING TO BE LONG LIVING. INTEGRATING AFFORDABILITY FOR  
21 PEOPLE IS A SIGNIFICANT GOVERNMENT POLICY. WE ARE IN A VERY  
22 UNIQUE POSITION AS OWNERS OF THE PROPERTY. WE COULD ACT LIKE  
23 DEVELOPERS AND PRETEND, WELL, YOU KNOW, IT DOESN'T PENCIL OUT.  
24 WE CAN'T AFFORD TO DO IT. WE NEED TO MAXIMIZE OUR PROFITS. WE  
25 NEED TO MAXIMIZE OUR REVENUES. THOSE ARE THE THINGS THAT



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1 DEVELOPERS TELL US ALL OF THE TIME. BUT IF, IN GOVERNMENT, WE  
2 ARE TRYING TO ACHIEVE GOOD PUBLIC POLICY AND, YOU KNOW,  
3 AFFORDABILITY IS A GOOD PUBLIC POLICY. AND WE HAVE AN  
4 OPPORTUNITY TO OPERATE WITHIN A FRAMEWORK THAT MAXIMIZES THE  
5 NUMBER OF UNITS IN THIS FACILITY. FROM-- VERY DRAMATICALLY 88  
6 UNITS OF AFFORDABLE TO 166, DOUBLE THE AMOUNT. I THINK THAT,  
7 AGAIN-- AND IT DOES COST US MORE. THERE'S NO DOUBT. BUT, AT  
8 THE END OF THE DAY, YOU ARE MAXIMIZING THE INTEGRATION OF  
9 AFFORDABILITY INTO AN AREA THAT PROBABLY IS NOT. AND THAT'S  
10 ALL I'M SAYING. I'M TRYING TO FIND SOME MECHANISM TO MEET SOME  
11 OF THE NEEDS THAT YOU HAVE. AND I APPRECIATE IT. I AGREE,  
12 THERE SHOULD BE CONSISTENCY AND THAT'S WHY I'M TRYING TO  
13 UNDERSTAND WHY WE HAVE THIS IN THERE.

14

15 **SUP. BURKE:** I DON'T THINK THERE HAS TO BE CONSISTENCY. THE  
16 CITY OF LOS ANGELES...

17

18 **SUP. MOLINA:** YOU SAID IT EARLIER.

19

20 **SUP. YAROSLAVSKY, CHAIRMAN:** LET HER FINISH. LET HER FINISH.

21 OKAY. MR. KNABE, YOU'RE NEXT, BUT I JUST-- GO AHEAD, MR.

22 KNABE.

23

24 **SUP. KNABE:** I DON'T KNOW THAT CONSISTENCY IS IMPORTANT IF WHAT  
25 WE'RE TRYING TO DO OUT THERE AND ESTABLISH AN AFFORDABLE



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1 POLICY BECAUSE I THINK, WHATEVER WE DO THERE, THEN WE NEED TO  
2 LOOK AT WHAT WE DO COUNTY WIDE, OKAY? I MEAN, BECAUSE, YOU  
3 KNOW, SOME OF US HAVE A NUMBER OF LOW AND MODERATE AND WE'VE  
4 DONE SOME NICE THINGS AND PROJECTS AND DEVELOPMENTS IN OUR  
5 DISTRICT AND OTHER PARTS. JUST AS A-- YOU KNOW, ON THE  
6 ADDITIONAL OPTIONS EVALUATED, THE 5 PERCENT MODERATE AND 5  
7 PERCENT LOW, WHAT ARE THE NUMBERS ON 5 PERCENT MODERATE AND 5  
8 PERCENT LOW ON NET NEW UNITS? ON THAT LAST OPTION.

9

10 **SPEAKER:** IT WOULD BE THE 48 MODERATE AND 48 LOW INCOME SO IT  
11 WOULD BE A TOTAL OF 96 UNITS OF INCLUSIONARY UNITS. 96  
12 INCLUSIONARY UNITS.

13

14 **SUP. KNABE:** BUT I'M SAYING, INSTEAD OF-- THAT LAST OPTION IS  
15 LOW INCOME AND THEN MODERATE INCOME, OKAY? YOU HAVE THE SAME  
16 DOCUMENT HERE?

17

18 **SPEAKER:** YES.

19

20 **SUP. KNABE:** WHAT IF THE 48 LOW WERE VERY LOW? SIMILAR TO MY  
21 MOTION. OR I HAVE VERY LOW AND MODERATE. WHAT WOULD BE THE  
22 DIFFERENCE IN THE NUMBERS?

23

24 **SPEAKER:** I THINK IT'S ABOUT \$2 MILLION LESS-- OR \$2 MILLION  
25 MORE, I'M SORRY.



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1

2 **SUP. YAROSLAVSKY, CHAIRMAN:** MORE OF WHAT? MORE OF A LOSS?

3

4 **SPEAKER:** MORE OF A LOSS BECAUSE YOU'VE GONE FROM...

5

6 **SUP. KNABE:** BUT, STILL, YOU GET 136 AFFORDABLE UNITS VERSUS  
7 THE 88 IS WHAT YOU DO.

8

9 **SPEAKER:** YES, SIR.

10

11 **SUP. YAROSLAVSKY, CHAIRMAN:** ARE YOU SUGGESTING THAT AS AN  
12 APPROACH?

13

14 **SUP. KNABE:** IT'S A POSSIBILITY.

15

16 **SUP. YAROSLAVSKY, CHAIRMAN:** SO THE POSSIBILITY THAT YOU'RE  
17 TALKING ABOUT IS TAKING THAT LAST COLUMN...

18

19 **SUP. KNABE:** TAKE THE LAST OPTION WOULD BE 48 MODERATE...

20

21 **SUP. YAROSLAVSKY, CHAIRMAN:** AND 48 VERY LOW.

22

23 **SUP. KNABE:** ...AND 48 VERY LOW AND IT WOULD BE, IN OTHER  
24 WORDS, IT WOULD BE 5 PERCENT MODERATE, 5 PERCENT VERY LOW,  
25 WHICH WOULD STILL GIVE YOU 136 AFFORDABLE UNITS. IT'S NOT AS



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1 MUCH AS SUPERVISOR MOLINA'S BUT IT'S MORE THAN WHAT MY MOTION  
2 ALLOWS FOR WOULD BE ON THE NET, NOT THE ADJUSTED.

3

4 **SUP. YAROSLAVSKY, CHAIRMAN:** AND WHY DID YOU WANT TO GO FROM  
5 LOW TO VERY LOW ON THAT OPTION?

6

7 **SUP. KNABE:** I JUST ASKED THAT. THERE'S A WHOLE ISSUE OF VERY  
8 LOW OUT THERE. BECAUSE I BELIEVE OUR MODERATE IS THE SAME AS  
9 THE CITY'S LOW.

10

11 **SUP. YAROSLAVSKY, CHAIRMAN:** OUR MODERATE IS THE SAME AS THE  
12 CITY'S LOW AND OUR VERY LOW IS THE SAME AS THE CITY'S LOW?

13

14 **SPEAKER:** THAT'S CORRECT.

15

16 **SUP. KNABE:** SO IF WE LEFT IT AT LOW...

17

18 **SUP. YAROSLAVSKY, CHAIRMAN:** WE'D BE CONSISTENT WITH THE CITY  
19 EXCEPT...

20

21 **SUP. KNABE:** WELL, IN OTHER WORDS, JUST USE THIS LAST ONE THEN,  
22 48 MODERATE, 48 LOW, NOT VERY LOW.

23

24 **SUP. YAROSLAVSKY, CHAIRMAN:** THAT'S WHAT I WAS HEADING FOR.

25



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1 **SUP. KNABE:** BASICALLY TAKING SUPERVISOR MOLINA'S MOTION AND MY  
2 MOTION BECAUSE THE REST OF OUR MOTIONS EQUALS.

3

4 **SUP. YAROSLAVSKY, CHAIRMAN:** IT'S A COMPROMISE.

5

6 **SUP. KNABE:** YOU KNOW, LIKE FOR LIKE AS WELL AS TERM OF THE  
7 LEASEHOLD. THE DIFFERENCE WOULD BE WHETHER IT'S ADJUSTED OR  
8 WHETHER IT'S NET. IF WE WANT TO NET AND JUST LEAVE IT, WE'D  
9 GET 136 AFFORDABLE UNITS.

10

11 **SUP. YAROSLAVSKY, CHAIRMAN:** ALL RIGHT.

12

13 **SUP. KNABE:** I WOULD MAKE THAT MOTION.

14

15 **SUP. YAROSLAVSKY, CHAIRMAN:** SECOND? OKAY. SECONDED BY MS.  
16 MOLINA. I THINK THAT'S...

17

18 **SUP. BURKE:** WE'VE GOT A TOTAL AMOUNT, THE LOSS THEN BECOMES  
19 WHAT?

20

21 **SUP. YAROSLAVSKY, CHAIRMAN:** NO, IT'S THE SAME, IT'S 48.3  
22 BECAUSE HE'S NOT GOING TO CHANGE IT TO VERY LOW. HE'S GOING TO  
23 LEAVE IT AT LOW...

24

25 **SUP. MOLINA:** IT'S NOT A LOSS. IT'S AN INVESTMENT.



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1

2 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY. ALL RIGHT.

3

4 **SUP. BURKE:** YEAH, BUT THE NUMBER...

5

6 **SUP. YAROSLAVSKY, CHAIRMAN:** DID YOU WANT TO SAY SOMETHING?

7

8 **SPEAKER:** NO.

9

10 **SUP. YAROSLAVSKY, CHAIRMAN:** YOU LOOKED LIKE...

11

12 **SPEAKER:** I'M OKAY.

13

14 **SUP. KNABE:** YOU'RE NOT CHOKING OR ANYTHING? YOU'RE ALL RIGHT?  
15 DO YOU NEED WATER? HERE.

16

17 **SUP. YAROSLAVSKY, CHAIRMAN:** ALL RIGHT. DO YOU UNDERSTAND WHAT  
18 WE'RE DOING?

19

20 **RICHARD WEISS:** COULD SOMEBODY RESTATE THE NUMBER?

21

22 **SUP. YAROSLAVSKY, CHAIRMAN:** THE PROPOSAL IS TO TAKE THE LAST,  
23 THE ALTERNATIVE CALLED ADDITIONAL SCENARIOS IN THIS CHART. AND  
24 YOU WOULD HAVE 19-- IN REPLACEMENT UNITS, IT WOULD BE 19  
25 MODERATE AND 21 LOW. INCLUSIONARY UNITS WOULD BE 96, BROKEN



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1 DOWN AS 48 MODERATE AND 48 LOW INCOME, 5 PERCENT AND 5  
2 PERCENT, FOR A TOTAL OF 136 AFFORDABLE UNITS.

3

4 **SUP. BURKE:** I'M NOT SURE WHICH CHART. IS THIS THE COMPARISON  
5 OF THE MARINA MOTION?

6

7 **SUP. KNABE:** THAT'S THE NEW ONE THAT WAS HANDED OUT. TOO MANY  
8 PIECES OF PAPER LOOK ALIKE.

9

10 **RICHARD WEISS:** SO AS I UNDERSTAND IT, THIS WOULD BE 5 PERCENT  
11 LOW AND 5 PERCENT MODERATE, BASED ON THE NET NEW UNITS?

12

13 **SUP. KNABE:** NET.

14

15 **RICHARD WEISS:** AND IT WAS LIKE FOR LIKE FOR REPLACEMENT?

16

17 **SUP. YAROSLAVSKY, CHAIRMAN:** CORRECT.

18

19 **RICHARD WEISS:** AND TERM OF THE LEASE?

20

21 **SUP. YAROSLAVSKY, CHAIRMAN:** CORRECT. DO YOU UNDERSTAND THAT?

22

23 **SPEAKER:** YES.

24



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1 **SUP. YAROSLAVSKY, CHAIRMAN:** ALL RIGHT. IS THERE ANY OBJECTION  
2 TO THAT? IF NOT, UNANIMOUS VOTE. CONGRATULATIONS.

3

4 **SUP. MOLINA:** THANK YOU, DON.

5

6 **SUP. KNABE:** THANK YOU.

7

8 **SUP. YAROSLAVSKY, CHAIRMAN:** THE HEARING IS CLOSED. I MEAN, I  
9 THOUGHT WE HAD DONE THAT. IF NOT, THE HEARING IS CLOSED. THE  
10 MOTION IS APPROVED UNANIMOUSLY. THAT WAS ITEM 116-D, CORRECT?  
11 AND 34. SO ITEM 116-D WILL BE RECEIVED AND FILED.

12

13 **CLERK SACHI HAMAI:** ITEM 116-D FAILED FOR-- ON A ROLL CALL  
14 VOTE.

15

16 **SUP. YAROSLAVSKY, CHAIRMAN:** THAT'S CORRECT. THAT'S CORRECT.  
17 OKAY. RIGHT. SO 34 WAS APPROVED ACCORDING TO WHAT WE JUST DID.

18

19 **RICHARD WEISS:** I'M SORRY, SUPERVISOR. ITEM 34 IS A DIFFERENT  
20 ITEM.

21

22 **CLERK SACHI HAMAI:** WE WERE ON 115.

23

24 **SUP. YAROSLAVSKY, CHAIRMAN:** I'M SORRY. YOU'RE RIGHT. SO ITEM  
25 115 IS WHAT WE HAVE JUST APPROVED.



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1

2 **CLERK SACHI HAMAI:** CORRECT.

3

4 **SUP. YAROSLAVSKY, CHAIRMAN:** THAT WAS THE KNABE/MOLINA MOTION.  
5 AND 116-D FAILED ON A 2-3 VOTE. OKAY. LET'S TAKE UP 34, THERE  
6 ARE THREE PEOPLE WHO WANT TO BE HEARD. AGAIN, TWO MINUTES ON  
7 THIS. DANIEL GOTTLIEB, NANCY VERNON MARINO AND CARLA ANDRUS.  
8 34. MR. GOTTLIEB? COME ON UP. AND THEN WE'LL GET TO THE KING  
9 DREW ITEM. GO AHEAD. HAVE A SEAT. YOU'RE FIRST. YOU DON'T NEED  
10 TO WAIT FOR THEM. WE'VE GOT A LONG AGENDA AHEAD OF US SO START  
11 HIS TIME.

12

13 **DANIEL GOTTLIEB:** MY NAME IS DANIEL HENRY GOTTLIEB. AND THERE  
14 IS SOMETHING SERIOUSLY WRONG WITH THE PROCESS OF AWARDING  
15 BUILDING PERMITS. THAT'S WHAT THE DESIGN AND CONTROL BOARD  
16 STATED IN REJECTING THE DRY STACK STORAGE PROPOSAL AT THEIR  
17 MAY 31ST MEETING. THEY FELT STRONGLY ENOUGH TO APPEND THEIR  
18 COMMENTS TO THE MINUTES OF THE REPORT OF THEIR ACTIONS  
19 REJECTING THE PROJECT. THEY FELT THAT THE PROBLEMS WITH THE  
20 PROCESS WERE MUCH MORE SERIOUS THAN THE PROBLEMS WITH THE  
21 PROJECT'S DESIGN. THEY STATED THAT THEY THOUGHT THAT THE  
22 APPLICANTS WERE NOT AT FAULT. THAT IT WAS THE COUNTY STAFF  
23 WHICH FAILED TO INFORM THE APPLICANTS OF THE CODE PROHIBITING  
24 BUILDING OVER THE WATER, WHICH CAUSED THE PROBLEMS. THEY  
25 COMMENTED THAT, IF THE COUNTY WISHES TO CHANGE THE PROHIBITION



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1 OF BUILDING NEAR THE WATER, THEY SHOULD CHANGE THE CODE BY THE  
2 USUAL PROCESS. INSTEAD, THEY'RE TRYING TO KILL THE RULE BY  
3 SOPHISTRY. THEY DIDN'T SAY SOPHISTRY BUT THAT'S WHAT IT IS.  
4 SOPHISTRY IS A MASSIVE USE OF MISLEADING AND FALSE ARGUMENTS  
5 WITH THE INTENT TO DECEIVE. AN EXAMPLE OF SOPHISTRY IS THE  
6 ARGUMENT WHICH CLAIMS THE REASON FOR THE AMENDMENT IS TO  
7 STREAMLINE THE APPROVAL PROCESS BY ELIMINATING AN  
8 INCONSISTENCY. ACTUALLY, ITS INTENT IS TO DISPENSE WITH  
9 INCONVENIENT RULES WITHOUT AN OPEN DEBATE AND VOTE ON THOSE  
10 RULES. YOU SHOULD READ WHAT THE DESIGN CONTROL BOARD HAS TO  
11 SAY ON THIS BEFORE YOU VOTE FOR THE AMENDMENTS. THE SOPHISTRY  
12 INVOLVED IN THIS IS ONLY THE TIP OF THE ICEBERG. EVERY E.I.R.  
13 IN THE MARINA THAT I LOOKED AT IS FULL OF SOPHISTRY. IF YOU  
14 ARE INTERESTED, I CAN GIVE YOU AN UNLIMITED NUMBER OF  
15 EXAMPLES.

16

17 **SUP. YAROSLAVSKY, CHAIRMAN:** THANK YOU. NANCY MORENO.

18

19 **NANCY VERNON MARINO:** CARLA ANDRUS WAS GOING TO CEDE HER TIME.  
20 SHE'S IN THE BACK...

21

22 **SUP. YAROSLAVSKY, CHAIRMAN:** NO, WE'RE NOT GOING TO DO THAT.  
23 YOU'RE HERE. AND I'M SORRY. JUST...

24

25 **NANCY VERNON MARINO:** SHE'S HERE.



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1

2 **SUP. YAROSLAVSKY, CHAIRMAN:** BUT YOU'RE HERE, TOO. ARE YOU  
3 NANCY MARINO?

4

5 **NANCY VERNON MARINO:** I'M NANCY VERNON MARINO AND CARLA ANDRUS  
6 IS CEDING HER TIME TO ME FOR THIS. SHE SIGNED UP TO SPEAK ON  
7 THIS.

8

9 **SUP. YAROSLAVSKY, CHAIRMAN:** ALL RIGHT. JUST START. JUST GO  
10 AHEAD.

11

12 **NANCY VERNON MARINO:** OKAY. THANK YOU. MY NAME IS NANCY VERNON  
13 MARINO AND I WOULD LIKE TO SPEAK TO YOUR FINDINGS IN THE  
14 AGENDA ITEM, SPECIFICALLY NUMBER 2, THE FINDING THAT THE  
15 PROPOSED AMENDMENT IS CONSISTENT WITH THE CALIFORNIA COASTAL  
16 ACT AND IS DIMINIMUS OR MINOR IN NATURE. AND FINDING NUMBER 3  
17 CERTIFYING THE BOARD'S INTENT TO CARRY OUT THE AMENDED LOCAL  
18 COASTAL PROGRAM IN FULL CONFORMITY WITH THE CALIFORNIA COASTAL  
19 ACT. I GUESS, ABOUT A MONTH OR SO AGO, AFTER THE MARCH 27TH  
20 BOARD OF SUPERVISORS VOTE ON THESE AMENDMENTS, MR. HOFFMAN  
21 VOLUNTEERED-- AND MR. HOFFMAN IS THE HEAD OF REGIONAL  
22 PLANNING'S, I THINK, ADVANCED PLANNING DIVISION OR SOME  
23 DIVISION THERE, ANYWAY, HE'S SOMEBODY WHO HAS A LOT OF SAY IN  
24 THINGS. ANYWAY, HE VOLUNTEERED THAT THE 1996 CERTIFICATION OF  
25 THE EXISTING CERTIFIED LOCAL COASTAL PROGRAM, THAT THE



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1 D.C.B.'S THE EXPANSION OF THE D.C.B.'S AUTHORITY WAS A  
2 CONDITION FOR CALIFORNIA COASTAL COMMISSION APPROVAL OF THAT  
3 AMENDED L.C.P. I AM WONDERING WHY THAT IS NOT CONTAINED IN ANY  
4 OF THE FINDINGS OR ANY OF THE REPORTS THAT MADE IT TO YOUR  
5 OFFICES. I THINK THIS IS A SIGNIFICANT PIECE OF INFORMATION. I  
6 THINK THAT, WHEN YOU STREAMLINE A PROCESS BY TAKING A VERY  
7 HIGHLY QUALIFIED AND INDEPENDENT PROFESSIONAL BOARD WHOSE SOLE  
8 PURPOSE IS TO REVIEW THESE PROJECTS AND TO ADMINISTER THE  
9 L.C.P. REQUIREMENT FOR MAINTAINING THE MARINA AS THE IDENTITY  
10 OF THE MARINA FOR SMALL CRAFT HARBOR AND PUBLIC RECREATION AND  
11 MAKING THEIR REVIEW INSTEAD OF MAKING IT-- EXCUSE ME, INSTEAD  
12 OF HAVING IT BE A DECISIVE, AUTHORITATIVE, PREREQUISITE FOR  
13 FURTHER REGULATORY APPROVALS, MAKING IT AN ADVISORY POSITION  
14 ONLY, I THINK YOU ARE PAVING THE WAY FOR FAR LESS SCRUTINY OF  
15 EVERY SINGLE PROJECT THAT COMES THROUGH MARINA DEL REY AND I  
16 THINK THIS WILL HAVE A SIGNIFICANT ENVIRONMENTAL IMPACT. AND I  
17 THINK, THEREFORE, AN ENVIRONMENTAL IMPACT REPORT WOULD BE  
18 REQUIRED FOR THESE AMENDMENTS. FURTHERMORE, I WOULD LIKE TO  
19 KNOW WHY I DIDN'T GET THE NOTICE OF THE BOARD ACTION ON THIS.  
20 I COMPLAINED AT THE MARCH 27TH MEETING THAT I WAS NOT NOTICED  
21 ON THE FIRST ONE, DESPITE WRITTEN REQUESTS TO BE NOTIFIED. I  
22 COMPLAINED I WAS ALSO NOT SENT NOTICE ON THE CONTINUED MEETING  
23 FROM MARCH 27TH, ALTHOUGH I HAD PUT IN ADDITIONAL REQUESTS TO  
24 BE NOTIFIED. COPIES WERE DISTRIBUTED OF THIS TO OTHER PEOPLE  
25 WHO TESTIFIED AT THE MEETING. I GAVE MY NAME, MY ADDRESS. I



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1 HAVE GIVEN IT TO EVERYBODY I KNOW. I HAVE ASKED REPEATEDLY.  
2 WHAT DOES IT TAKE TO GET NOTICE ON THIS? THIS IS EXTREMELY  
3 DIFFICULT. IT TOOK ME THREE MONTHS TO GET THE LIST OF THE  
4 PEOPLE WHO DID RECEIVE NOTICE ON THESE AMENDMENTS. AND, WHEN I  
5 FINALLY DID GET IT, I DISCOVERED THAT I DO NOT BELIEVE THAT IT  
6 WAS PROPERLY NOTICED BECAUSE...

7

8 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY. I THINK YOU'VE MADE THAT  
9 POINT. WE'LL TRY TO GET AN ANSWER FOR YOU ON THAT.

10

11 **NANCY VERNON MARINO:** WELL, I WOULD LIKE TO SAY THAT...

12

13 **SUP. YAROSLAVSKY, CHAIRMAN:** WELL, YOU SPENT A MINUTE TALKING  
14 ABOUT NOT GETTING THE NOTICE AND YOU COULD HAVE SAID IT IN 10  
15 SECONDS AND I'M AWARE OF YOUR COMPLAINT AND I THINK WE NEED TO  
16 FIND OUT ABOUT WHY THAT HAPPENED.

17

18 **NANCY VERNON MARINO:** I GOT NOTICE OF OTHER THINGS AND OTHER  
19 BOARD ACTIONS...

20

21 **SUP. YAROSLAVSKY, CHAIRMAN:** WELL, YOU HAD FOUR MINUTES.  
22 EVERYBODY ELSE HAD TWO. I'LL GIVE YOU ANOTHER 15 SECONDS AND  
23 THAT I TOOK OUT OF YOUR TIME.

24



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 **NANCY VERNON MARINO:** THANK YOU. BECAUSE BOAT OWNERS PAY  
2 PROPERTY TAX TO THE COUNTY OF LOS ANGELES AND I LOOKED AT THIS  
3 LIST, WHICH TOOK ME THREE MONTHS TO GET, AND SEVERAL BOAT  
4 OWNERS I KNOW ARE NOT ON THAT LIST. SO I THINK THAT THE BROWN  
5 ACT WAS VIOLATED THAT PROPER NOTICE WAS NOT GIVEN FOR THESE  
6 AMENDMENTS TO BEGIN WITH AND I WOULD LIKE AN INVESTIGATION  
7 INTO THAT SPECIFIC ISSUE AND I WOULD ALSO...

8

9 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY, THANK YOU. ALL RIGHT. THAT  
10 CLOSES THE PUBLIC HEARING. MR. WEISS, DID YOU WANT TO SAY  
11 ANYTHING?

12

13 **RICHARD WEISS:** NO. THE MATTER IS BEFORE YOU.

14

15 **SUP. KNABE:** I MOVE THE RECOMMENDATION.

16

17 **SUP. YAROSLAVSKY, CHAIRMAN:** SECOND BY MR. ANTONOVICH?

18

19 **SUP. ANTONOVICH:** NO, BUT YOU'LL CHECKUP ON THE BROWN ACT  
20 QUESTION?

21

22 **SUP. YAROSLAVSKY, CHAIRMAN:** THAT'S WHAT I THOUGHT HE WAS GOING  
23 TO RESPOND TO.

24



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 **RICHARD WEISS:** I CAN RESPOND ORALLY. THERE WAS A PUBLIC  
2 HEARING BACK IN MARCH. NOTICE WAS PROVIDED IN ACCORDANCE WITH  
3 STATE LAW AND IN ACCORDANCE WITH OUR COUNTY CODE IN OUR  
4 OPINION. THIS MATTER IS BACK ON MORE OR LESS THE CONSENT  
5 CALENDAR. THESE ARE THE FINDINGS AND THE PROPOSED RESOLUTION  
6 AND THE ORDINANCE WHICH WILL BE SENT TO THE COASTAL COMMISSION  
7 FOR ITS CONSIDERATION. SO IT WAS NOT A PUBLIC HEARING AND DID  
8 NOT RECEIVE PUBLIC HEARING NOTICE.

9

10 **SUP. YAROSLAVSKY, CHAIRMAN:** IT IS NOT A REQUIRED PUBLIC  
11 HEARING.

12

13 **RICHARD WEISS:** NO. IT WAS NOTICED IN ACCORDANCE WITH THE BROWN  
14 ACT. THE PAPERWORK HAS BEEN ON THE BOARD'S WEBSITE AND  
15 AVAILABLE IN HARD COPY SINCE THE AGENDA WAS POSTED.

16

17 **SUP. YAROSLAVSKY, CHAIRMAN:** AND THEY WERE HERE TO TESTIFY SO  
18 SOMEHOW THEY GOT THE NOTICE. ALL RIGHT. SECONDED BY MR.  
19 ANTONOVICH, WITHOUT OBJECTION. UNANIMOUS VOTE. THAT WAS ITEM  
20 34. ITEM 6 SHOULD BE A VERY QUICK ITEM. I WOULD ASK THAT THE  
21 PEOPLE WHO ARE HERE TO TESTIFY IN SUPPORT OF IT DO US THE  
22 FAVOR OF NOT TESTIFYING. DO WE HAVE ANYBODY THAT WANTS TO  
23 TESTIFY? NO. OH, MY MISTAKE.

24

25 **CLERK SACHI HAMAI:** NO SPEAKERS.



The Meeting Transcript of  
The Los Angeles County Board of Supervisors

1

2 **SUP. YAROSLAVSKY, CHAIRMAN:** MR. ANTONOVICH? I THINK YOU...

3

4 **SUP. ANTONOVICH:** I HAVE AN AMENDMENT. WE ALL KNOW THE  
5 IMPORTANCE OF THE VALUE OF EDUCATION, INCLUDING THE ROOM FOR  
6 IMPROVING IS NEEDED IN THE JUVENILE JUSTICE SYSTEM. VOCATIONAL  
7 SCHOOLS AND CREATIVE PARTNERSHIPS WITH OUR COMMUNITY COLLEGES  
8 COULD OFFER UNIQUE LEARNING OPPORTUNITIES AND ENHANCE THE  
9 SKILLS AND NATURAL TALENTS OF OUR YOUTH. IN RECOGNITION OF  
10 THAT, THE PROBATION DEPARTMENT CURRENTLY OFFERS SOME  
11 VOCATIONAL PROGRAMS SUCH AS THE YOUTH OPPORTUNITY MOVEMENT  
12 WHICH INCLUDES A CULINARY SCHOOL, LANDSCAPING AND DIESEL  
13 MECHANIC PROGRAM. THESE PROGRAMS OUGHT TO BE EXPANDED AND  
14 ENHANCED. SO I'D MOVE THAT THE BOARD DIRECT THE CHIEF  
15 PROBATION OFFICER, IN COLLABORATION WITH THE L.A. COUNTY  
16 SUPERINTENDENT OF SCHOOLS, L.A. BOARD OF EDUCATION, THE  
17 PROBATION COMMISSION, THE L.A. COUNTY LIBRARIAN, DEPARTMENT OF  
18 MENTAL HEALTH, THE CHILDREN'S PLANNING COUNCIL AND THE CHIEF  
19 ADMINISTRATIVE OFFICER TO CONSIDER THE EXPANSION AND  
20 ENHANCEMENT OF VOCATIONAL SCHOOLS AND PARTNERSHIPS WITH  
21 COMMUNITY COLLEGES AMONG THE OTHER INNOVATIVE MODELS AND THE  
22 REPORT BACK DUE, I'D SAY, IN 30 DAYS.

23

24 **SUP. KNABE:** IF YOU MAKE THE MOTION, I'LL ACCEPT THE AMENDMENT.  
25 I MEAN, THAT'S WHAT I INTENDED, ALL OF THIS. I DIDN'T CALL OUT



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1 THOSE SPECIFICALLY BUT WE WANTED TO PUT EVERYTHING ON THE  
2 TABLE.

3

4 **SUP. YAROSLAVSKY, CHAIRMAN:** ALL RIGHT. SO YOU ACCEPT THAT AS A  
5 FRIENDLY AMENDMENT?

6

7 **SUP. KNABE:** YEAH.

8

9 **SUP. YAROSLAVSKY, CHAIRMAN:** 30 DAYS.

10

11 **SUP. KNABE:** FRIENDLY AMENDMENT.

12

13 **SUP. YAROSLAVSKY, CHAIRMAN:** YOUR MOTION CALLS FOR A 60-DAY  
14 REPORT BACK.

15

16 **SUP. ANTONOVICH:** 30 DAYS.

17

18 **SUP. YAROSLAVSKY, CHAIRMAN:** THAT'S FINE.

19

20 **SUP. KNABE:** IT'S GOING TO TAKE LONGER THAN THAT. THIS IS  
21 PRETTY INCLUSIVE. LET'S LEAVE IT AT 60 DAYS.

22

23 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY. MR. ANTONOVICH, ARE YOU OKAY  
24 WITH THAT? ALL RIGHT. HE'S OKAY WITH THAT. IF YOU GET IT  
25 EARLIER, WE WON'T SHOOT YOU IF YOU GET IT TO US EARLIER.



The Meeting Transcript of  
The Los Angeles County Board of Supervisors

1

2 **SUP. KNABE:** AND I'D JUST-- AND ONE OTHER JUST TO ADD TO THAT  
3 TO MAKE SURE IT'S CLEAR BUT ALSO THE EDUCATIONAL COORDINATING  
4 COUNCIL SHOULD BE A PART OF THAT AS WELL, TOO.

5

6 **SUP. YAROSLAVSKY, CHAIRMAN:** ALL RIGHT. WITHOUT OBJECTION, THE  
7 ITEM AS AMENDED IS APPROVED. MR. KNABE MOVES, MS. BURKE  
8 SECONDS, UNANIMOUS VOTE. BEFORE WE GET-- I DIDN'T DO MY  
9 ADJOURNMENTS AND I HAVE TWO AND I WANT TO FIRST IF ALL ADJOURN  
10 IN THE MEMORY OF STAN LEFCOURT, THE POET LAUREATE OF BRENTWOOD  
11 AND LONG TIME AND WELL LOVED CIVIC LEADER IN OUR COMMUNITY WHO  
12 RECENTLY PASSED AWAY. HE WAS DEEPLY INVOLVED IN EFFORTS TO  
13 IMPROVE BRENTWOOD AND ITS ENVIRONS. HE WAS RECOGNIZED AS  
14 BRENTWOOD CHAMBER OF COMMERCE CITIZEN OF THE YEAR IN 1990 AND  
15 AGAIN IN 1999 AND IS THE RECIPIENT OF THE CHAMBER'S LIFETIME  
16 ACHIEVEMENT AWARD IN 1998. HE'S SURVIVED BY WIFE, GERI, A  
17 DAUGHTER, STACEY HARRELL, TWO GRANDDAUGHTERS, JESSICA AND  
18 NICOLE, AND OTHER FAMILY MEMBERS. SUSAN BONOFF, A LONG TIME  
19 COLLEGE COUNSELOR AT NORTH HOLLYWOOD HIGH SCHOOL CREDITED WITH  
20 IMPLEMENTING A PROGRAM THAT GREATLY INCREASED HER SCHOOL'S  
21 GRADUATION RATE, WHO RECENTLY SUCCEDED TO ACUTE LEUKEMIA OF  
22 THE AGE OF 58. I WON'T GO INTO ALL HER ACHIEVEMENTS. THIS IS A  
23 SCHOOL THAT BOTH MY DAUGHTER AND MY CHIEF OF STAFF'S SON WENT  
24 TO SCHOOL THERE. BOTH OF THEM BENEFITED FROM HER  
25 COUNSELLORSHIP. SHE WAS REALLY A SPECIAL EDUCATOR AND MADE A



The Meeting Transcript of  
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1 DIFFERENCE IN A LOT OF YOUNG PEOPLE'S LIVES AND IT'S VERY SAD.  
2 WITHOUT OBJECTION, UNANIMOUS VOTE ON THOSE ADJOURNING MOTIONS.  
3 I WANT TO TAKE UP ITEM 116-C. IS SUPERVISOR MOLINA HERE? THIS  
4 IS ON THE MARTIN LUTHER KING ISSUE. COULD WE GET THE STAFF  
5 HERE? DR. CHERNOF AND COMPANY? AND WE'RE GOING TO HAVE THE  
6 HEARING AT THE END OF THIS. MR. KNABE, DO YOU WANT TO DO YOUR  
7 ADJOURNMENTS WHILE WE'RE WAITING?

8

9 **SUP. KNABE:** YES, MR. CHAIRMAN, MEMBERS OF THE BOARD, I MOVE  
10 TODAY WE ADJOURN IN MEMORY OF BENJI HERNANDEZ, THE UNCLE OF  
11 RICK VELASQUEZ OF MY STAFF WHO PASSED AWAY ON MONDAY AT THE  
12 YOUNG AGE OF 69. HE IS SURVIVED BY WIFE AND TWO CHILDREN AND  
13 WE'D LIKE TO EXTEND OUR CONDOLENCES TO RICK AND THE FAMILY.

14

15 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY. ALL MEMBERS ON THAT ONE.

16

17 **SUP. KNABE:** I DO, EXCUSE ME, THANK YOU. I DO HAVE A READ-IN AS  
18 WELL, TOO, IF I COULD DO THAT WHILE WE'RE WAITING. ON FEBRUARY  
19 9TH, 2007, REYES ARMANDO GARCIA WAS SHOT AND KILLED ON  
20 TELEGRAPH ROAD IN THE UNINCORPORATED AREA OF WHITTIER. AFTER  
21 THE SHOOTING, THE SUSPECT SPED AWAY IN A LIGHT COLORED PICKUP  
22 TRUCK. INVESTIGATORS BELIEVE THERE MAY HAVE BEEN WITNESSES  
23 STAYING AT THE DAYS INN HOTEL WHICH IS LOCATED WITHIN THE SAME  
24 PARKING LOT WHO MAY HAVE SEEN THE SHOOTING OR THE VEHICLE  
25 SUSPECTS WHO WERE DRIVING. SO I WOULD MOVE THAT ALTHOUGH WE



**The Meeting Transcript of  
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1 APPROVED A REWARD ON MARCH 27TH, IT'S GOING TO EXPIRE ON JUNE  
2 25TH, THE INVESTIGATORS BELIEVE THAT IT'S BENEFICIAL TO  
3 REQUEST AN EXTENSION OF THE REWARD IN THE AMOUNT OF \$25,000  
4 WHICH MAY PROMPT WITNESSES TO COME FORWARD AND PROVIDE  
5 INFORMATION TO IDENTIFY THE INDIVIDUAL OR INDIVIDUALS  
6 RESPONSIBLE FOR THIS CRIME. SO I WOULD MOVE THAT EXTENSION OF  
7 THAT REWARD.

8

9 **SUP. YAROSLAVSKY, CHAIRMAN:** SECOND WITHOUT OBJECTION. IS THIS  
10 FOR ACTION TODAY?

11

12 **SUP. KNABE:** YES.

13

14 **SUP. YAROSLAVSKY, CHAIRMAN:** SO WE'LL MAKE THE FINDING THAT...

15

16 **SUP. KNABE:** FINDING ON YOUR LITTLE-- ON THE AGENDA...

17

18 **SUP. YAROSLAVSKY, CHAIRMAN:** ...THE AGENDA. HUH? OH, IT'S 118.

19 SORRY. IT'S ALREADY ON THE AGENDA. WITHOUT OBJECTION,

20 UNANIMOUS VOTE. WE'RE GOING TO START ON THIS DISCUSSION, WE'RE

21 GOING TO GET A REPORT FROM YOU. THE WAY I WANT TO HANDLE THIS

22 TODAY IS EACH MEMBER OF THE BOARD IS REALLY SUBJECT TO

23 SUPERVISOR MOLINA'S MOTION BUT EVERY MEMBER OF THE BOARD HAS

24 BEEN INVOLVED IN THIS. I THINK WHAT WE'LL DO IS GO IN 15-

25 MINUTE INCREMENTS PER BOARD MEMBER AFTER WE GET THE REPORT SO



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1 THAT EVERYBODY HAS A CHANCE TO TRIANGULATE OR QUINTANGULATE  
2 THE ISSUES THAT ARE OF CONCERN AND THEN REPEAT THE ORDER SO  
3 THAT WE HAVE AN ONGOING...

4

5 **SUP. ANTONOVICH:** 15-MINUTE PER BOARD MEMBER?

6

7 **SUP. YAROSLAVSKY, CHAIRMAN:** PER BOARD MEMBER, YEAH.

8

9 **SUP. ANTONOVICH:** SACHI, WILL YOU BE THE EXECUTIONER?

10

11 **SUP. YAROSLAVSKY, CHAIRMAN:** WELL, I HAVE NO DOUBT THAT IT WILL  
12 WORK. I'M GOING TO WAIT FOR SUPERVISOR MOLINA. I DON'T WANT TO  
13 HAVE YOU TO REPEAT. DO YOU WANT TO DO YOUR ADJOURNMENTS?

14

15 **SUP. ANTONOVICH:** OKAY. MOVE THAT WE ADJOURN IN THE MEMORY OF  
16 JACK WALTON FRY WHO WAS THE FOUNDER OF THE LANCASTER'S FIRST  
17 TRAVELERS AGENCY, ACTIVE IN THE ROTARIANS, SERVED AS ITS  
18 PRESENT AND ALSO BEGAN HIS CAREER AT LOCKHEED AMERICA  
19 AIRLINES. ROBERT WARRICK, WHO WAS THE DIRECTOR OF ART  
20 COLLECTIONS AT THE HUNTINGTON LIBRARY FOR 34 YEARS PASSED  
21 AWAY. JOHN HILL, WHO PASSED AWAY FROM CANCER. GRADUATE OF CAL  
22 POLY POMONA WITH A DEGREE IN MECHANICAL ENGINEERING AND HE  
23 SERVED OUR COUNTY, LOS ANGELES COUNTY ROAD DEPARTMENT FOR 40  
24 YEARS IN THE DEPARTMENT OF PUBLIC WORKS. AVID FISHERMAN AND  
25 AVID INSTRUCTOR FOR THE N.R.A. HARVEY PAGE MCCOY, RETIRED LOS



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 ANGELES COUNTY DEPUTY SHERIFF. RESIDENT OF THE ANTELOPE  
2 VALLEY. JOHN ROBERT REEVES, LONG TIME ANTELOPE VALLEY AND HE  
3 WAS EMPLOYED AT THE CALIFORNIA STATE PRISON. RUTH GRAHAM, WIFE  
4 OF EVANGELIST BILLY GRAHAM, DR. BILLY GRAHAM. SHE WAS A WRITER  
5 AND POET.

6

7 **SUP. KNABE:** JOIN THAT AS WELL.

8

9 **SUP. YAROSLAVSKY, CHAIRMAN:** PUBLISHED 14 BOOKS AND SEVERAL  
10 COLLECTIVE POEMS. SHE WAS BORN IN CHINA. HER UPBRINGING WAS IN  
11 CHINA. ATTENDED HIGH SCHOOL IN KOREA. SHE HAD A GREAT  
12 COMPASSION FOR THE PEOPLE OF THE WORLD AND WAS A GREAT  
13 CHRISTIAN IN CARRYING OUT THE GOSPEL IN THE GREAT COMMISSION  
14 OF OUR LORD JESUS CHRIST. TED TYLER, A GRADUATE OF U.S.C. IN  
15 PHYSICAL EDUCATION, A LOYAL SUPPORTER OF THE Y.M.C.A. AND THE  
16 Y.W.C.A. AND, THROUGH HIS CHILDREN, HE WORKED WITH THE  
17 N.A.A.C.P. TO HELP INTEGRATE THE PASADENA SCHOOLS. HIS CAREER  
18 WAS A BUILDING CONTRACTOR. EARNED HIM SEVERAL HONORS FROM THE  
19 LOCAL AIA AND HE FURTHER CONTRIBUTED TO THE COMMUNITY BY  
20 SERVING HIS CITY, PASADENA, ON THE PLANNING COMMISSION AND  
21 CREATED THE ORIGINAL SIGN ORDINANCE AND DESIGN COMMISSION IN  
22 PASADENA. HE HAD BEEN RECENTLY HONORED BY HIS FAMILY-- BY THE  
23 CITY OF PASADENA AND HE WAS A STRONG MEMBER OF THE TOURNAMENT  
24 OF ROSES THAT PUTS ON THE GREAT ROSE PARADE EVERY YEAR.

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 **SUP. YAROSLAVSKY, CHAIRMAN:** UNANIMOUS VOTE. AND MS. BURKE, DO  
2 YOU WANT TO DO YOUR ADJOURNMENTS?

3

4 **SUP. BURKE:** I MOVE THAT WE ADJOURN IN THE MEMORY OF LOUIS  
5 SANDOVAL, FATHER OF L.A.C./U.S.C. EMPLOYEE MARTIN SANDOVAL WHO  
6 PASSED AWAY ON JUNE 13TH AFTER BEING SHOT IN FEBRUARY WHILE  
7 BIKE RIDING. HE WAS IN THE I.C.U. SINCE FEBRUARY. HE LEAVES TO  
8 CHERISH HIS MEMORY HI CHILDREN, ARTURO, JOSEPH, MIRABELLE,  
9 MARTIN AND ANGELICA. AND DONALD DONOVAN WAYNE GUDRY, LONG-TIME  
10 SECOND DISTRICT RESIDENT AND HUSBAND OF BISHOP CAROL TYLER  
11 GUDRY WHO PASSED AWAY ON JUNE 14TH. HE LEAVES TO CHERISH HIS  
12 MEMORY HIS WIFE, CAROLYN, MOTHER, JOANNIE BARKER GUDRY, AND  
13 BROTHERS, HENRY JR. AND RONALD AND SISTER, VIVIAN CLARK.

14

15 **SUP. YAROSLAVSKY, CHAIRMAN:** UNANIMOUS VOTE. SUPERVISOR MOLINA,  
16 DO YOU HAVE ANY ADJOURNING MOTIONS?

17

18 **SUP. MOLINA:** I HAVE ONE ADJOURNING MOTION. I'D LIKE TO ASK  
19 THAT WE ADJOURN THIS MORNING-- THIS AFTERNOON NOW, IN THE  
20 MEMORY OF MICHAEL PAUL MILLER. MR. MILLER WAS THE VICTIM OF  
21 THE RECENT 710 FREEWAY SHOOTING. WE ALL OF US WERE GREATLY  
22 SADDENED ABOUT THIS TRAGEDY AND WE WANT TO EXTEND OUR DEEPEST  
23 CONDOLENCES TO HIS FAMILY AS WELL AS TO HIS FRIENDS.

24



The Meeting Transcript of  
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1 **SUP. YAROSLAVSKY, CHAIRMAN:** UNANIMOUS VOTE. ALL RIGHT. DR.  
2 CHERNOF, DO YOU WANT TO START WITH YOUR-- DO YOU HAVE A REPORT  
3 TO GIVE? IS THAT THE WAY YOU WOULD LIKE TO DO IT? OR WOULD YOU  
4 LIKE US TO START WITH OUR QUESTIONS TO YOU? DO YOU HAVE ANY  
5 INTRODUCTORY REMARKS IS I GUESS MY QUESTION.

6

7 **DR. BRUCE CHERNOF:** CHAIR, SUPERVISORS, WE HAVE TWO BODIES OF  
8 WORK TO COVER TODAY AT YOUR REQUEST. THE FIRST IS A REPORT ON  
9 THE 2567 PLAN OF CORRECTION SUBMITTED TO C.M.S. LAST NIGHT,  
10 WHICH WE'LL REPORT ON AND WE HAVE ALSO BROUGHT FORWARD THE  
11 HUMAN RESOURCES DATA YOU REQUESTED AT YESTERDAY'S MEETING.  
12 WE'LL BEGIN WITH THE PLAN OF CORRECTION...

13

14 **SUP. YAROSLAVSKY, CHAIRMAN:** ALL RIGHT. WE'LL DO THAT THEN I  
15 WILL RECOGNIZE SUPERVISOR MOLINA FOR 15 MINUTES AND THEN WE  
16 WILL GO IN ORDER OF REQUEST, IN THAT ORDER, 15 MINUTES PER  
17 SUPERVISOR AND THEN WE'LL REPEAT THE ORDER UNTIL WE'VE  
18 EXHAUSTED OUR QUESTIONS. SO WOULD YOU ALSO INTRODUCE THE  
19 PEOPLE WHO ARE AT THE PODIUM JUST FOR THE RECORD?

20

21 **DR. BRUCE CHERNOF:** YES, I HAVE BROUGHT WITH ME ANTOINETTE  
22 SMITH- EPPS, THE C.E.O. OF M.L.K. HARBOR HOSPITAL. SHARON  
23 GRIGSBY, WHO IS THE INTERIM C.E.O. FOR METROCARE. AND MIGUEL  
24 ORTIZ-MAROQUINN, WHO IS THE INTERIM C.E.O. AT HARBOR U.C.L.A.  
25 MEDICAL CENTER.



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1

2 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY. PROCEED.

3

4 **DR. BRUCE CHERNOF:** WITH RESPECT TO THE PLAN OF CORRECTION, LET  
5 ME MAKE A COUPLE OF BRIEF COMMENTS AND THEN I'M GOING TO ASK  
6 ANTOINETTE TO TALK ABOUT THE SPECIFIC CORRECTIVE ACTIONS  
7 TAKEN. LET ME SAY THAT THE 2567, WHICH WE SUBMITTED LAST  
8 NIGHT, HAD THREE MAJOR FINDINGS WHICH WE NEEDED TO RESPOND TO.  
9 THE FIRST WAS A FINDING INVOLVING A SINGLE PATIENT WHO  
10 REQUIRED TRANSFER FOR A NEUROSURGICAL CONDITION, WHICH IS A  
11 SERVICE THAT'S NOT AVAILABLE AT MARTIN LUTHER KING JR. HARBOR  
12 HOSPITAL. AND, AS A RESULT OF THAT FINDING, WE HAVE  
13 ESTABLISHED A TRANSFER PROCESS FOR NEUROSURGICAL PATIENTS THAT  
14 CALLS FOR IMMEDIATE TRANSFER OF PATIENTS WITH SPECIFIC  
15 NEUROSURGICAL DIAGNOSES TO OTHER HOSPITALS ON A ROTATING  
16 BASIS. AND WE'VE PUT IN PLACE A MONITORING PLAN TO MAKE SURE  
17 THAT THAT'S IMPLEMENTED COMPLETELY. THE SECOND FINDING WAS  
18 THAT THE PERFORMANCE OF MEDICAL SCREENING EXAMS WAS BEING DONE  
19 BY PHYSICIAN'S ASSISTANTS AND ALTHOUGH PHYSICIAN'S ASSISTANTS  
20 MAY PERFORM MEDICAL SCREENING EXAMS AS PART OF THEIR SCOPE OF  
21 PRACTICE, THEY MUST BE SPECIFICALLY CREDENTIALLED FOR THIS.  
22 C.M.S. CONCLUDED THAT THE CREDENTIALING PROCESS HAD NOT BEEN  
23 COMPLETED AS REQUIRED UNDER THE FEDERAL EMERGENCY MEDICAL  
24 TREATMENT AND ACT OF LABOR ACT, OTHERWISE KNOWN AS  
25 E.M.T.A.L.A., AND, AS A RESULT OF THIS FINDING, ON JUNE 12TH,



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1 M.L.K.-HARBOR LEADERSHIP DIRECTED OUR CONTRACTED PHYSICIAN  
2 GROUP TO IMMEDIATELY DISCONTINUE THE USE OF PHYSICIAN'S  
3 ASSISTANTS FOR MEDICAL SCREENING EXAMS. THESE EXAMS WILL NOW  
4 BE PERFORMED ONLY BY EMERGENCY DEPARTMENT ATTENDING  
5 PHYSICIANS. WE'VE ALSO DISCONTINUED THE USE OF NONEMERGENCY  
6 PHYSICIAN ASSISTANTS AS CONSULTANTS IN THE EMERGENCY ROOM FOR  
7 OTHER SERVICES. THE THIRD FINDING RELATED TO THE TIMING OF  
8 MEDICAL SCREENING EXAMS. C.M.S. FOUND THAT THERE WERE DELAYS  
9 IN COMPLETING MEDICAL SCREENING EXAMS FOR PATIENTS PRESENTING  
10 TO THE EMERGENCY DEPARTMENT. TO ADDRESS THIS DEFICIENCY, THE  
11 LEADERSHIP IN THE EMERGENCY DEPARTMENT, NURSING AND HOSPITAL  
12 ADMINISTRATION, REDESIGNED THE PROCESS BY WHICH PATIENTS ARE  
13 SEEN IN THE EMERGENCY DEPARTMENT. THAT REDESIGN INCLUDES CO-  
14 LOCATING NURSING AND REGISTRATION STAFF TOGETHER IN THE TRIAGE  
15 AREA -- THAT'S THE INITIAL POINT OF CONTACT FOR PATIENTS --  
16 AND WITH PHYSICIANS AVAILABLE SO THAT AN IMMEDIATE MEDICAL  
17 SCREENING EXAM CAN BE COMPLETED. FURTHER TRAINING WAS PROVIDED  
18 TO EMERGENCY ROOM NURSES TO ENSURE THAT PHYSICIANS ARE  
19 CONTACTED IF ANY FORM OF MANAGEMENT IS NEEDED PRIOR TO THE  
20 MEDICAL SCREENING EXAM TAKING PLACE. ANOTHER IMPORTANT FINDING  
21 THAT WAS CALLED OUT WAS THAT THERE APPEARED TO BE REPETITIVE  
22 DELAYS IN CARE RELATED TO COORDINATION OF SERVICES, HOW  
23 FUNCTIONAL AREAS INTERACTED WITH EACH OTHER. IN EACH INSTANCE,  
24 APPROPRIATE MULTIDISCIPLINARY INTERVENTIONS HAVE BEEN  
25 DEVELOPED AND IMPLEMENTED WITH APPROPRIATE MONITORING PUT IN



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1 PLACE. THE HOSPITAL HAD PREVIOUSLY ADDED, A COUPLE OF MONTHS  
2 AGO, AN ADDITIONAL HOSPITAL'S PHYSICIAN, AN INPATIENT DOCTOR,  
3 TO IMPROVE PATIENT CARE AND PATIENT TRANSFERS, KNOWING THAT  
4 THE EMERGENCY ROOM IS PARTICULARLY BUSY. LET ME SAY THAT, ON  
5 BEHALF OF THE DEPARTMENT OF HEALTH SERVICES, THAT THESE  
6 FINDINGS ARE NOT ACCEPTABLE AND ARE DISCOURAGING IN THE FACE  
7 OF THE ENORMOUS EFFORT TO REFORM THIS HOSPITAL. THEY ARE GRAVE  
8 AND THEY MUST BE CURED OR THE FACILITY CANNOT CONTINUE TO  
9 OPERATE. EACH CITATION HAS A DEFINITIVE CORRECTIVE ACTION PLAN  
10 WITH CLOSE MONITORING. AND WE BELIEVE THAT THESE CORRECTIVE  
11 ACTION PLANS WILL FULLY ADDRESS C.M.S.' CONCERNS AND THAT  
12 C.M.S. WILL RELEASE THE IMMEDIATE JEOPARDY FINDING. WE EXPECT  
13 THAT C.M.S. WILL RETURN TO VALIDATE THESE CORRECTIVE ACTIONS  
14 WITHIN THE NEXT WEEK OR SO. WHAT I'D LIKE TO DO AT THIS POINT  
15 IS ASK ANTOINETTE SMITH EPPS TO PROVIDE SOME ADDITIONAL DETAIL  
16 ABOUT THE SPECIFIC KEY ACTIONS THAT HAVE OCCURRED.

17

18 **ANTOINETTE SMITH-EPPS:** GOOD MORNING. YOU'VE RECEIVED A  
19 HOSPITAL PLAN OF CORRECTION TO THE 2567 PROVIDED BY C.M.S. WE  
20 BELIEVE THE PLAN PROVIDES A FRAMEWORK FOR M.L.K. TO OWN OUR  
21 MISTAKES AND TO LEARN FROM THOSE MISTAKES AND TO INCORPORATE  
22 THOSE LESSONS LEARNED INTO OUR IMPROVED PROCESSES. WE ALSO  
23 BELIEVE THAT IT ALLOWS US TO IMPROVE SERVICE EXCELLENCE FOR  
24 OUR PATIENTS. I'LL POINT OUT A FEW OF THOSE PROCESS  
25 IMPROVEMENTS NOTED IN THE PLAN. THE TRANSFER PROCESS FOR



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1 NEUROSURGERY PATIENTS THAT DR. CHERNOF SPOKE OF A LITTLE BIT  
2 EARLIER BASICALLY IT'S A NO REFUSAL POLICY ON A ROTATING BASIS  
3 TO TRANSFER TO OTHER FACILITIES. ALSO, THE HOSPITALIST WHO IS  
4 CHARGED WITH MONITORING PATIENTS WHO ARE BEING HELD FOR  
5 TRANSFER TO OTHER FACILITIES AND TO MANAGE THEIR CARE IN THE  
6 INTERIM. WE ALSO HAVE VARIOUS CONCURRENT CHART REVIEW  
7 PROCESSES EFFECTIVE IMMEDIATELY THAT ARE OUTLINED IN THE PLAN.  
8 WE HAVE REVAMPED THE ROUNDING AND REPORTING REQUIREMENTS FOR  
9 NURSING OVERSIGHT REGARDING THE EMERGENCY DEPARTMENT AND ITS  
10 WAITING AREAS. ALSO THE CO-LOCATING OF REGISTRATION AND TRIAGE  
11 IN THE SAME AREA. AND ALSO IT WILL ENABLE US NOT ONLY TO  
12 CORRECT THE ISSUES THAT WERE POINTED OUT ABOUT THE EMERGENCY  
13 ROOM LOG BUT ALSO TO PROVIDE A MORE TIMELY MEDICAL SCREENING  
14 EXAMINATION. WE ALSO HAVE MOVED, AND EFFECTIVE THE 21ST OF  
15 THIS MONTH, ALL BOARD CERTIFIED PHYSICIANS WILL PROVIDE ALL  
16 MEDICAL CARE IN THE EMERGENCY DEPARTMENT. AND, FINALLY, WE  
17 HAVE BEEN ABLE TO LOCATE A MONITOR THAT VIEWS ALL BLIND SPOTS  
18 IN THE EMERGENCY ROOM WAITING AREA, WHICH HAS BEEN A CONCERN  
19 PREVIOUSLY. I'D BE HAPPY TO PROCEED AND ANSWER ANY QUESTIONS  
20 THAT YOU HAVE FOR MYSELF AND OTHERS.

21

22 **DR. BRUCE CHERNOF:** SUPERVISOR YAROSLAVSKY, WOULD YOU LIKE US,  
23 AT THIS POINT, TO REVIEW THE HUMAN RESOURCES DATA OR WOULD YOU  
24 LIKE...?

25



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1 **SUP. YAROSLAVSKY, CHAIRMAN:** WHY DON'T YOU DO THAT BECAUSE IT  
2 WILL ALL BE COMING UP TOGETHER. SO WE WILL GIVE YOU THE  
3 OPPORTUNITY TO DO THAT BEFORE WE START OUR QUESTIONS.

4  
5 **DR. BRUCE CHERNOF:** OKAY, THAT WOULD BE GREAT. WHAT I'D LIKE TO  
6 DO AT THIS POINT THEN IS TO ANSWER THE QUESTIONS THAT  
7 SUPERVISOR MOLINA RAISED YESTERDAY WITH RESPECT TO DATA. AND  
8 I'D LIKE TO GIVE BOTH MS. GRIGSBY AND MR. MAROQUINN A CHANCE  
9 TO MAKE SOME COMMENTS ABOUT THEIR OVERALL WORK IN METROCARE,  
10 IF THAT'S OKAY, SUPERVISOR. SO THE QUESTIONS THAT YOU RAISED,  
11 SUPERVISOR MOLINA, HAD TO DO WITH THE NUMBER OF EMPLOYEES AT  
12 THE BEGINNING OF THE IMPLEMENTATION OF METROCARE AND WHERE WE  
13 ARE TODAY. I PROVIDED YOUR BOARD WITH A TABLE OF THAT DATA AND  
14 I'M JUST GOING TO HIGHLIGHT A FEW OF THE KEY RESULTS. THE  
15 STARTING OFF POINT FOR US WOULD BE THAT, IN SEPTEMBER OF 2006,  
16 THE ACTUAL NUMBER OF EMPLOYEES, SO WE'RE NOT TALKING F.D.E.S  
17 HERE OR BUDGETED ITEMS, FILLED OR UNFILLED, THESE ARE ACTUAL  
18 EMPLOYEES. THERE WERE 2,429 EMPLOYEES IN SEPTEMBER OF 2006. IN  
19 JUNE OF 2007, THE OFFICIAL EMPLOYEE COUNT, THE NUMBER OF  
20 EMPLOYEES, COUNTY EMPLOYEES IS 1,582 COUNTY EMPLOYEES. THE  
21 DIFFERENCE BETWEEN THE SEPTEMBER AND JUNE NUMBERS ARE THE  
22 RESULT OF THE LOSS OF 256 RESIDENCY SLOTS, 395 EMPLOYEES THAT  
23 WERE TRANSFERRED TO OTHER FACILITIES, 51 PATIENTS WHO WERE  
24 RECOMMENDED FOR THE INPATIENT UNIT AT HAWKINS, WHICH IS PART  
25 OF L.A.C./U.S.C., 21 EMPLOYEES THAT WERE TRANSFERRED TO



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1 HARBOR, 54 DOCTORS THAT WERE TRANSFERRED AND REASSIGNED, AND  
2 230 EMPLOYEES THAT LEFT M.L.K. HARBOR DURING THIS TRANSITION  
3 PROCESS.

4

5 **SUP. KNABE:** WHAT? THEY LEFT?

6

7 **DR. BRUCE CHERNOF:** THEY LEFT COUNTY SERVICE ENTIRELY. DURING  
8 THIS SAME PERIOD OF TIME, ONE OF YOUR QUESTIONS, SUPERVISOR  
9 MOLINA, I BELIEVE, WAS HOW MANY EMPLOYEES HAD JOINED THE  
10 FACILITY IN THE TRANSITION? WE'VE HAD 160 NEW EMPLOYEES JOIN  
11 DURING THAT TIME PERIOD, 64 NURSING ASSISTANTS, 27 INDIVIDUALS  
12 WHO ARE IN SORT OF TECHNICAL AND SPECIALTY AREAS, LAB TECHS,  
13 RADIOLOGY TECHS, 10 CLERICAL FOLKS, 7 ENVIRONMENTAL SUPPORT  
14 SERVICES, FOOD SERVICES SORTS OF INDIVIDUALS, 6 L.V.N.S AND 20  
15 FOLKS THAT FALL INTO OTHER SUPPORT CATEGORIES NOT OTHERWISE  
16 CATEGORIZED. ANOTHER QUESTION THAT WAS RAISED WAS A LITTLE BIT  
17 ABOUT DISSECTING THE INPATIENT AND OUTPATIENT SERVICES AND  
18 WE'VE PROVIDED DATA FOR YOU, AS WELL, SHOWING THE NUMBER OF  
19 INDIVIDUALS WHO HAVE LEFT BOTH INPATIENT, OUTPATIENT,  
20 ANCILLARY PHYSICIAN SERVICES AND NONPATIENT CARE AREAS. THEY  
21 SHOW THAT BOTH-- THEY TRUE UP IN THAT, IN JUNE, THERE WAS  
22 1,582 PATIENTS. THEY ALSO TRUE UP IN THAT THERE'S 1,582  
23 EMPLOYEES. MY APOLOGIES. AND THE TOTAL NUMBER OF EMPLOYEES WHO  
24 HAVE MITIGATED OR LEFT IS 847. LET ME TURN IT OVER AT THIS



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1 POINT TO BOTH SHARON AND MIGUEL TO MAKE SOME ADDITIONAL  
2 COMMENTS.

3

4 **SUP. YAROSLAVSKY, CHAIRMAN:** JUST A TECHNICAL QUESTION ON YOUR  
5 LIST IN YOUR CHART. WHICH ONE OF THESE CATEGORIES-- DID YOU  
6 FIRE ANYBODY? WAS ANYBODY FIRED BASED ON THE INTERVIEWS? AND,  
7 IF SO, WHERE DO THEY SHOW UP HERE?

8

9 **DR. BRUCE CHERNOF:** NOBODY WAS FIRED AS A RESULT OF THE  
10 INTERVIEWS BECAUSE YOU HAD TO HAVE A COMPETENT OR BETTER  
11 PERFORMANCE EVALUATION TO BE INTERVIEWED. SO, IF YOU WERE  
12 ALREADY IN THE CORRECTIVE ACTION PLAN, DISCIPLINARY PROCESS,  
13 YOU WERE NOT OFFERED AN INTERVIEW.

14

15 **SHARON GRIGSBY:** GOOD AFTERNOON. MY NAME IS SHARON GRIGSBY AND  
16 I SERVE AS THE CHIEF NETWORK OFFICER FOR THE DEPARTMENT OF  
17 HEALTH SERVICES. IN THE ROLE OF CHIEF NETWORK OFFICER, I'M  
18 RESPONSIBLE FOR OUR FIVE COUNTY HOSPITALS. AND, IN ALL OF  
19 THOSE HOSPITALS, AS YOU KNOW, WE HAVE A LOT OF HARD WORKING  
20 STAFF WHO STRUGGLE AGAINST HIGH VOLUMES OF PATIENT NEEDS AND  
21 HIGH LEVELS OF VACANCIES IN HARD-TO-FILL CLASSIFICATIONS, IN  
22 NURSING, IN THERAPIES, IN SOCIAL WORK, IN RADIOLOGY. BUSY  
23 EMERGENCY ROOMS ACROSS OUR SYSTEM AND IN THE PRIVATE SECTOR  
24 AND LIMITED BEDS TO PUSH ALL OF OUR HOSPITALS TO STRETCH THEIR  
25 STAFFS AND THEIR FACILITIES TO BEST SERVE OUR PATIENTS. FOUR



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1 OF THESE HOSPITALS ARE SUCCESSFUL IN ACHIEVING AND MAINTAINING  
2 CERTIFIED AND ACCREDITED STATUS. AS WE ALL KNOW, ONE OF OUR  
3 HOSPITALS CONTINUES TO STRUGGLE TOWARD THESE GOALS. I'M  
4 OFFERING THESE COMMENTS TODAY FROM MY PERSPECTIVE AS TO THE  
5 INTERIM EXECUTIVE DIRECTOR OF METROCARE AND I PLAN TO SPEAK TO  
6 SOME QUESTIONS THAT HAVE ARISEN IN THE LAST FEW DAYS,  
7 INCLUDING ISSUES AROUND HOW METROCARE ACTUALLY WAS  
8 IMPLEMENTED, THE ACTUAL EXTENT OF STAFF AND LEADERSHIP CHANGES  
9 AT KING, HOW SOME OF THE INITIAL ESTIMATES OF STAFF RETAINED  
10 AND MITIGATED WERE EVOLVED AND HOW TRAINING IS BEING HANDLED  
11 AT THE HOSPITAL. I'D ALSO LIKE TO REITERATE SOME OF THE  
12 SIGNIFICANT ACCOMPLISHMENTS THAT HAVE BEEN PART OF WORK IN THE  
13 LAST NINE MONTHS AND TO TALK A LITTLE BIT ABOUT SOME OF THE  
14 WORK THAT'S STILL AHEAD. WHEN THE TEAM CREATED METROCARE, WE  
15 DESIGNED A STRUCTURE THAT WE BELIEVE CAN BORROW FROM THE  
16 STRENGTHS OF ONE OF OUR BEST HOSPITALS WHILE PROTECTING ITS  
17 SEPARATE LICENSE AND ACCREDITATION AND TO USE HARBOR SKILLS TO  
18 DEVELOP NEW STRENGTHS IN KING, ALLOWING IT TO GROW INTO THIS  
19 NEW ENTITY AS A SELF-SUSTAINING, INDEPENDENT COMMUNITY  
20 HOSPITAL. TO ACHIEVE THESE PURPOSES, A COMPLEX MATRIX OF  
21 RESPONSIBILITIES WAS DESIGNED WHICH WOULD AT ONCE OFFER THE  
22 CLINICAL AND NURSING EXPERTISE OF HARBOR BY DIRECT OVERSIGHT  
23 IN THESE AREAS YET MAINTAIN THE INDEPENDENCE OF THE TWO  
24 HOSPITALS IN THEIR ADMINISTRATION, MEDICAL STAFFS AND KEY  
25 PROGRAMS. THE MODEL FOR SUPPORT SERVICES WAS DRAWN WITH THE



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1 INTENT OF LIFTING FROM KING THE ADMINISTRATIVE BURDENS OF SUCH  
2 AREAS AS FACILITIES, MATERIALS MANAGEMENT, INFORMATION  
3 TECHNOLOGY SO THAT KING CAN CONCENTRATE ON ITS CORE PATIENT  
4 CARE PROGRAMS. PURSUING EFFICIENCIES THROUGH ECONOMIES OF  
5 SCALE WAS AN ADDITIONAL GOAL. TO ACHIEVE THIS, MULTIPLE MODELS  
6 WERE DESIGNED, FROM A COMPLETE MERGER AND INTEGRATION OF  
7 HARBOR AND KING'S FINANCIAL FUNCTIONS, TO SHARED REGIONAL  
8 SERVICES LIKE MATERIALS MANAGEMENT, HARBOR'S BEEN ABLE TO  
9 BRING NEW TECHNOLOGIES AND SYSTEMS WHICH ALLOW KING TO ENHANCE  
10 PATIENT SAFETY AND TO IMPROVE CARE. AN ENORMOUS AMOUNT OF WORK  
11 BY THE HARBOR LEADERS HAS GONE INTO EACH ASPECT OF THIS NEW  
12 STRUCTURE. OUR INTERIM C.E.O. OF HARBOR, MIGUEL ORTIZ-  
13 MAROQUINN, WILL BE GIVING YOU A MORE COMPLETE PICTURE OF THESE  
14 EFFORTS ON THE PART OF HARBOR LEADERSHIP. I'D LIKE TO  
15 CONCENTRATE NOW ON SOME OF THE QUESTIONS THAT HAVE COME UP  
16 ABOUT HOW THE METROCARE PLAN HAS BEEN IMPLEMENTED. THE  
17 LEADERSHIP GROUP I REFERENCED EARLIER HAS CONSISTED OF THE  
18 CHIEF EXECUTIVES FROM BOTH THE HOSPITALS, THEIR CHIEF MEDICAL  
19 OFFICERS, THEIR CHIEF NURSING OFFICERS AND KEY HARBOR SERVICE  
20 CHIEFS IN MEDICINE, SURGERY, OBSTETRICS, PEDIATRICS,  
21 AMBULATORY CARE AND QUALITY MANAGEMENT. FROM HEALTH SERVICES  
22 ADMINISTRATION, DR. CHERNOF PARTICIPATED THROUGHOUT ITS  
23 FORMATIVE MONTHS AND OUR CHIEF DEPUTY AND I ARE PART OF THE  
24 GROUP. THIS GROUP HAS MET WEEKLY FOR ALMOST NINE MONTHS, FIRST  
25 TO PLAN AND DESIGN METRO CARE THEN TO DEVELOP THE



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1 IMPLEMENTATION PLAN, TO MONITOR THE STEPS TOWARD  
2 IMPLEMENTATION AND, FOR THE LAST 90 DAYS, TO FOCUS TIGHTLY AS  
3 A WORKING GROUP ON ALL THE ASPECTS OF PREPAREDNESS FOR THE  
4 C.M.S. SURVEY. BECAUSE OF THE NOVELTY OF A TWO HOSPITAL  
5 STRUCTURE TO OUR SYSTEM, WE HAVE WRESTLED WITH IMPORTANT  
6 ISSUES OF ORGANIZATION, REPRESENTATION, RESPONSIBILITY, AND  
7 ACCOUNTABILITY IN THIS MATRIX ENVIRONMENT. EVEN WHEN THESE  
8 ISSUES HAVE BEEN DEBATED HOTLY, HARBOR'S COMMITMENT HAS NEVER  
9 WAVERED TO SEEING THE PROJECT THROUGH TO ITS COMPLETION. EACH  
10 MEMBER OF THIS LEADERSHIP GROUP HAS COMMITTED HUNDREDS OF  
11 HOURS TO OUR PROJECT, WHILE STILL MAINTAINING ALL OF THEIR OWN  
12 WORK IN PATIENT CARE, TEACHING AND RESEARCH AT HARBOR.  
13 QUESTIONS HAVE ALSO BEEN RAISED AS TO WHETHER THERE'S BEEN ANY  
14 REAL CHANGE AT KING SINCE METROCARE WAS IMPLEMENTED IN MARCH.  
15 SIGNIFICANT CHANGE IS REFLECTED IN THE FACT THAT 12 OF THE  
16 SENIOR LEADERSHIP TEAM WHO WERE AT KING LAST FALL ARE NO  
17 LONGER AT THE HOSPITAL. A DETAILED LIST OF THESE FUNCTIONS IS  
18 ATTACHED TO DR. CHERNOF'S REPLY TO SUPERVISOR MOLINA'S MOTION.  
19 HIRING FOR SOME OF THESE REPLACEMENTS HAS BEEN EXTREMELY  
20 DIFFICULT IN LIGHT OF THE UNCERTAINTY AROUND KING'S FUTURE. WE  
21 ANTICIPATE, AFTER THE SURVEY, THAT THIS PROBLEM WILL IMPROVE.  
22 THERE WAS ALSO A QUESTION RAISED ABOUT HOW INVOLVED HARBOR'S  
23 MANAGERS WERE IN THE INTERVIEWS. A LISTING OF SOME 30 SENIOR  
24 MANAGERS WHO TOOK PART IN THE INTERVIEWS IS ALSO ATTACHED TO  
25 DR. CHERNOF'S RESPONSE. I INADVERTENTLY OMITTED THE FINANCE



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1 FUNCTIONS. THEY SHOULD BE ON THAT LIST. THE DIRECTOR OF  
2 FINANCE AT HARBOR HAS SPENT UNTOLD HOURS AND HAS DONE A SUPERB  
3 JOB IN INTEGRATING THE TWO FINANCE DEPARTMENTS, CONSOLIDATING  
4 THEM, SAVING POSITIONS AND ORGANIZING THEIR FINANCES AND THEIR  
5 H.R. INFORMATION IN AN EXTRAORDINARY WAY. QUESTIONS HAVE ALSO  
6 BEEN ASKED ABOUT WHY WE INITIALLY THOUGHT 60 PERCENT OF THE  
7 KING STAFF WOULD BE MITIGATED WITH ONLY 40 PERCENT STAYING.  
8 THAT WAS OUR BEST ESTIMATE IN THE FALL. IT WAS A POSITIVE  
9 OUTCOME THAT HARBOR'S INITIAL REVIEW OF PERFORMANCE REPORTS  
10 AND THE RESULTS OF THE INDIVIDUAL INTERVIEWS YIELDED A MUCH  
11 HIGHER PROPORTION OF THOSE THAT HARBOR RECOMMENDED TO RETAIN  
12 THAN HAD BEEN ANTICIPATED. IN ADDITION, THERE WERE SOME  
13 DEPARTMENTS SUCH AS LABORATORY, WHERE HARBOR'S RECOMMENDS  
14 OUTNUMBERED THE POSITIONS ULTIMATELY NEEDED FOR THE STAFFING  
15 PLAN AND SOME VERY GOOD PEOPLE WOUND UP IN THE MITIGATION POOL  
16 AS A RESULT. IN ALL, ALMOST 1,000 STAFF LEFT KING SINCE THE  
17 FALL, INCLUDING THE RESIDENTS, THE MITIGATED EMPLOYEES, THE  
18 RESIGNATIONS AND RETIREMENTS COMPARED TO THE ORIGINAL STAFF  
19 COMPLEMENT OF LAST FALL. OF THAT ORIGINAL STAFFING COMPLEMENT,  
20 ABOUT HALF ARE STILL AT KING AND WE ALSO RECEIVED QUESTIONS  
21 ABOUT STAFF TRAINING FOR THE GROUP THAT REMAINS. THE ORIGINAL  
22 METROCARE PLAN PREPARED IN OCTOBER DID CALL FOR KING PATIENT  
23 CARE STAFF TO ROTATE TO HARBOR FOR ADDITIONAL TRAINING. IN  
24 NOVEMBER, WE HAD SENT OVER THE STAFF THAT WERE SELECTED FOR  
25 THE SERVICES RELOCATING TO HARBOR. WHILE ONLY 20 PEOPLE



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1 TRANSFERRED TO HARBOR AT THAT TIME, THE REALITIES OF INFUSING  
2 SIGNIFICANT NUMBERS OF NEW STAFF FOR ORIENTATION POSED A  
3 SERIOUS DEMAND ON THE TIME OF THE HARBOR NURSING STAFF TO  
4 ORIENT THESE STAFF. BY MARCH, WHEN METROCARE WAS PUT IN PLACE,  
5 STAFFING SHORTAGES, ESPECIALLY IN DIRECT PATIENT CARE AREAS,  
6 FOR COUNTY STAFF THAT WE NEEDED, STAFFING SHORTAGES WERE SUCH  
7 THAT WE DID NOT HAVE THE ANTICIPATED SURPLUS STAFF TO GO OVER  
8 TO HARBOR FOR MORE TRAINING AND STILL KEEP OUR 48 BED  
9 FOOTPRINT WITH THE FULL EMERGENCY SERVICES DEPARTMENT AND  
10 OUTPATIENT SERVICES FUNCTIONING THE WHILE. AT THAT POINT, THE  
11 CLINICAL ASSESSMENTS WERE UNDER WAY AND IT MADE MORE SENSE TO  
12 KEEP THE STAFF AT KING THAN TO BRING IN MORE TRAVELERS TO  
13 RELEASE THEM TO GO TO HARBOR. THIS SHIFT PLACED A DIFFERENT  
14 KIND OF BURDEN ON HARBOR IN NURSING STAFF TO DEVOTE THE  
15 NECESSARY TIME OVER AT KING TO COMPLETE THE ASSESSMENTS.  
16 HOWEVER, THEY DID THAT VERY DIFFICULT JOB WITH THEIR USUAL  
17 DILIGENCE AND COMPETENCE. WHILE WE STILL HAVE A LONG WAY TO  
18 GO, I THINK IT'S VERY IMPORTANT FOR THE PUBLIC, FOR OUR STAFFS  
19 AT KING AND HARBOR AND FOR YOU TO TAKE A MOMENT TO REFLECT ON  
20 THE NUMBER OF VERY DIFFICULT TASKS THAT HAVE BEEN ACCOMPLISHED  
21 SINCE LAST FALL. YOU WILL REMEMBER THAT WE HAD CONTRACT  
22 REPLACEMENTS FOR THE EMERGENCY DEPARTMENT IN PLACE WITHIN 45  
23 DAYS OF OUR BEING NOTIFIED THAT THE RESIDENTS WERE BEING  
24 WITHDRAWN. WE ALSO HAD AMBULANCE CONTRACTS IN PLACE THAT, ON  
25 THE FIRST DAY, PATIENTS WERE ABLE TO BE TRANSFERRED. WE HAD



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1 PRIVATE HOSPITAL CONTRACTS IN PLACE. WE HAD HOSPITAL LISTS AND  
2 INTENSIVIST CONTRACTS AS DR. CHERNOF HAS REFERENCED. ALMOST  
3 2,000 KING STAFF HAVE BEEN INTERVIEWED AND APPROXIMATELY 40  
4 PERCENT OF THAT WORKFORCE THAT WAS ON SITE IN SEPTEMBER HAS  
5 GONE. THE HOSPITAL IS STILL PROVIDING ALMOST 100,000  
6 OUTPATIENT VISITS OVER THIS NINE-MONTH PERIOD OF TIME. ALMOST  
7 20,000 E.D. VISITS, 4,000 PATIENTS ADMITTED AND OVER 1,500  
8 PATIENTS TRANSPORTED TO OTHER COUNTY OR CONTRACT HOSPITALS  
9 WHEN BEDS WERE NEEDED. THIS IS AN EXTRAORDINARY LEVEL OF  
10 EFFORT ON THE PART OF THE KING STAFF, THE HARBOR STAFF, THE  
11 E.M.S. STAFF FOR THE TRANSFERS THROUGHOUT OUR SYSTEM TO MAKE  
12 THIS VERY INTRICATE PROCESS WORK. AND, AS DR. CHERNOF TOLD YOU  
13 LAST WEEK, IT IS OUR VERY GREAT GRIEF THAT, OVER THE LAST NINE  
14 MONTHS, WE TREATED THESE TEN THOUSANDS OF PATIENTS CAPABLY,  
15 YET WE HAD TWO VERY PAINFUL FAILURES. WE HAD, AS A RESULT, TO  
16 TERMINATE OR REPRIMAND SIX EMPLOYEES WHO THEREBY CREATED A  
17 TERRIBLE REFLECTION ON THE OTHER 99 PERCENT OF THE KING STAFF.  
18 WITH ALL THIS WORK, THERE IS STILL A FINAL PUSH THAT REMAINS.  
19 OBVIOUSLY, THE C.M.S. SURVEY IS AHEAD OF THIS. WE HAD PLANNED  
20 ALL ALONG TO DO THE MULTISPECIALTY CLINIC ON THE KING SITE AND  
21 THAT WORK REMAINS. WE HAVE PHYSICIAN PAY PLAN WORK THAT YOU  
22 ARE PARTICIPATING IN NOW THAT WE NEED TO MOVE ALONG. OUR  
23 NURSING SPECIALTY COMPETENCY WORK CONTINUES. WE HAVE TRAINING  
24 THAT GETS IDENTIFIED AS THAT COMPETENCY WORK PROCEEDS THAT WE  
25 HAVE TO PUT IN PLACE. WE HAVE TO INCREASE HIRING. WE STILL ARE



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1 VERY SHORT OF NEEDED STAFF. WE'RE CREATING A NEW LIFESTYLE FOR  
2 KING TOWARD OUR DESIRED GOAL OF COMPETENCE AND COMPASSION. AND  
3 CULTURE CHANGE, CULTURE'S DEEP, CULTURE DOESN'T CHANGE IN  
4 THREE MONTHS OR NINE MONTHS AND IT CAN'T BE MEASURED IN WEEKS  
5 OR MONTHS BUT IN YEARS. WE'RE SO CLOSE AT THIS POINT. WE NEED  
6 TO FOCUS ON WORK THAT REMAINS AND PASS THE SURVEY. WE'RE  
7 WORKING DESPERATELY TO CORRECT THE FAILINGS AS WE FIND THEM SO  
8 THAT M.L.K. HARBOR CAN RETAIN ITS CAPACITY TO SUPPORT OVER A  
9 MILLION RESIDENTS IN SOUTH LOS ANGELES WITH THE CARE THEY NEED  
10 AND THE QUALITY THEY DESERVE. THEY LITERALLY HAVE NO PLACE  
11 ELSE TO GO.

12

13 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY, THANK YOU.

14

15 **MIGUEL ORTIZ-MAROQUINN:** GOOD AFTERNOON. MY NAME IS MIGUEL  
16 ORTIZ-MAROQUINN AND I AM CURRENTLY THE CHIEF OPERATIONS  
17 OFFICER, AS WELL AS THE INTERIM CHIEF EXECUTIVE OFFICER AT  
18 HARBOR U.C.L.A. MEDICAL CENTER. I WANTED TO SAY THAT I AM VERY  
19 PROUD OF THE WORK THAT HARBOR U.C.L.A. HAS CONTRIBUTED TO  
20 M.L.K. HARBOR. HARBOR U.C.L.A. HAS BEEN COMMITTED TO M.L.K.  
21 HARBOR SINCE OCTOBER 2006 WHEN WE BEGAN THE PLANNING FOR THE  
22 DEVELOPMENT OF THE METROCARE ORGANIZATION. THE ENTIRE  
23 ORGANIZATIONAL STRUCTURE AT HARBOR U.C.L.A. WAS ACTIVATED AND  
24 WAS COMMITTED TO COMPLETE THE ASSIGNMENTS IN THE MEDICAL,  
25 NURSING, AND THE ANCILLARY AND SUPPORT SERVICES AREAS. SINCE



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1 OCTOBER, THE METROCARE LEADERSHIP HAS SPENT OVER 1,300 HOURS  
2 HAVING WEEKLY MEETINGS LASTING AN AVERAGE OF THREE HOURS EACH  
3 WHILE NURSING STAFF HAS SPENT OVER 2,700 HOURS INTERVIEWING  
4 AND PERFORMING COMPETENCY TESTING FOR NURSING STAFF AT M.L.K.  
5 HARBOR. OUR MEDICAL STAFF HAVE SPENT OVER-- WELL OVER 100  
6 HOURS INTERVIEWING PHYSICIANS AT M.L.K. HARBOR AND THE  
7 ANCILLARY AND SUPPORT SERVICES HAVE SPENT OVER 2,000 HOURS  
8 PREPARING AND INTERVIEWING ANCILLARY AND SUPPORT STAFF AT  
9 M.L.K. HARBOR. THESE HOURS DO NOT INCLUDE THE MANY HOURS SPENT  
10 IN THE ASSESSMENT OF SERVICES, DEVELOPMENTAL RECOMMENDATIONS,  
11 SYSTEM PROCESSING IMPROVEMENT AND OTHER ACTIVITIES. ONE OF THE  
12 TASKS ASSIGNED TO HARBOR U.C.L.A. WAS THE ASSESSMENT OF ALL  
13 EMPLOYEES. THIS ASSESSMENT WAS PERFORMED BY INTERVIEWING ALL  
14 EMPLOYEES EXCEPT THE RESIDENTS AND THOSE EMPLOYEES UNAVAILABLE  
15 FOR INTERVIEWS DUE TO DISABILITY LEAVE STATUS OR BECAUSE THEY  
16 REFUSED TO BE INTERVIEWED. MEDICAL STAFF FROM HARBOR  
17 INTERVIEWED MEDICAL STAFF AT M.L.K. HARBOR. NURSING STAFF  
18 INTERVIEWED THE NURSING STAFF. AND RADIOLOGY STAFF, RADIOLOGY  
19 STAFFS. WE MAKE SURE THAT THE SUBJECT MATTER EXPERTS WERE  
20 INVOLVED IN A INTERVIEW WITH THEIR COUNTERPARTS AT M.L.K.  
21 HARBOR. NURSING MANAGEMENT, FROM THE CHIEF NURSING OFFICER TO  
22 THE ASSOCIATE DIRECTORS, INTERVIEWED ALL NURSING EMPLOYEES.  
23 OTHER ACTIVITIES THAT ARE INVOLVED ARE NURSING STAFF INCLUDED  
24 TRANSFERRING ON TRAINING ON STAFFING THE KING'S NEONATAL  
25 SERVICES AT HARBOR U.C.L.A., PLANNING AND COORDINATING THE



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1 PLANNING AND COORDINATING THE PERFORMANCE OF COMPETENCY  
2 ASSESSMENT STATIONS WHERE EMPLOYEES WOULD GO THROUGH LEARNING  
3 AND THEN DEMONSTRATING THEIR UNDERSTANDING OF THE SUBJECT  
4 MATTER, COORDINATING WITH ALL THE D.H.S. FACILITIES AND  
5 RECRUITING NURSING EDUCATORS TO ASSIST IN THE PERFORMANCE OF  
6 THE COMPETENCY TESTING. WE WANT TO REALLY RECOGNIZE OUR SISTER  
7 FACILITIES AT U.S.C., OLIVE VIEW, RANCHO, WHO FACILITATED  
8 NURSING EDUCATORS FROM THE AREAS TO COME AND HELP. NURSING  
9 ALSO ASSISTED IN PREPARING MAKEUP SESSIONS TO ENSURE THAT ITS  
10 STAFF'S SAFE RETURN TO THE PATIENT SETTING AFTER THEY PASS THE  
11 COMPETENCY SESSIONS. OUR PHYSICIAN LEADERSHIP MET WITH THE  
12 PHYSICIAN LEADERSHIP AT M.L.K. HARBOR TO INTERVIEW MEDICAL  
13 STAFF AND TO CONDUCT ASSESSMENTS OF THE MEDICAL SERVICES.  
14 OTHER ACTIVITIES INVOLVING OUR MEDICAL STAFF INCLUDE  
15 DEVELOPING OR RECOMMENDING A NEW SCOPE OF SERVICE FOR EACH  
16 MEDICAL SERVICE AT M.L.K. HARBOR AND SUBMITTING THESE  
17 RECOMMENDATIONS TO THE EXECUTIVE LEADERSHIP FOR REVIEW AND  
18 ADOPTION, ASSISTING IN THE DEVELOPMENT OF THE NEW MEDICAL  
19 STAFF BYLAWS, DEVELOPING AN INFECTION CONTROL PROGRAM FOR THE  
20 METROCARE REGION, TRANSFERRING THE DENTAL AND ORAL  
21 MAXILLOFACIAL TRAINING PROGRAMS FROM M.L.K. HARBOR TO HARBOR  
22 U.C.L.A. TO ENSURE THEIR ACCREDITATION AND CONTINUATION OF  
23 SERVICE TO THE COMMUNITY. ASSISTING IN THE REVIEW OF CONTRACT  
24 LANGUAGE AND EXECUTION OF PHYSICIAN SERVICES FOR THE EMERGENCY  
25 DEPARTMENT SPECIALISTS AT M.L.K. HARBOR, PARTICIPATING IN THE



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1 IMPLEMENTATION OF PHYSICIAN PROCESSES TO IMPROVE PATIENT  
2 SAFETY AT M.L.K. HARBOR, WORKING WITH THE QUALITY ASSURANCE  
3 DIRECTOR AT HARBOR U.C.L.A. AND HARBOR M.L.K. IN THE  
4 PREPARATION OF QUALITY ASSURANCE PLAN. COORDINATING THE REVIEW  
5 OF M.L.K. HARBOR'S HOSPITAL POLICY AND PROCEDURES BY MANAGERS  
6 AT HARBOR U.C.L.A. PARTICIPATING IN THE REVIEW OF MEDICAL  
7 STAFF FUNCTIONS SUCH AS CREDENTIALING, MEDICAL COMMITTEE  
8 MEETINGS AND COMMITTEE ACTIVITY DOCUMENTATION. IN ADDITION,  
9 THE HARBOR U.C.L.A. ADMINISTRATIVE STAFF COORDINATING THE  
10 INTERVIEWS WITH ALL NONPHYSICIAN, NON-NURSING STAFF AT M.L.K.  
11 HARBOR. OTHER ACTIVITIES IN THE ADMINISTRATIVE SIDE INCLUDE  
12 TAKING RESPONSIBILITY FOR THE REGIONAL SERVICES. THESE  
13 REGIONAL SERVICES WERE ALL THE FINANCE, MATERIALS MANAGEMENT,  
14 CONTRACT MANAGEMENT, INFORMATION SERVICES AND OTHER MAJOR  
15 ORGANIZATIONAL AREAS IN ORDER TO REMOVE OVERHEAD FUNCTIONS  
16 FROM M.L.K. HARBOR SO THEY COULD FOCUS ON PATIENT CARE  
17 ACTIVITIES. ASSIGNING THE PHARMACY DIRECTOR FROM HARBOR  
18 U.C.L.A. TO M.L.K. HARBOR TO ASSIST THE DIRECTOR AT M.L.K.  
19 HARBOR TO REVIEW AND IMPROVE MEDICATION SAFETY MEASURES.  
20 PLANNING FOR THE REPLACEMENT TO THE PHARMACY INFORMATION  
21 SYSTEM THAT IS TO BE REPLACED AND WE EXPECT THIS REPLACEMENT  
22 TO BE ACCOMPLISHED EARLY IN 2008. DEVELOPING SYSTEMS TO  
23 FACILITATE THE SCANNING AND TRANSFER OF PRESCRIPTIONS TO THE  
24 PHARMACY TO INCREASE AND IMPROVE THE TURNAROUND OF MEDICATION  
25 ORDERS. ASSESSING THE LABORATORY SERVICES TO PERFORM A GAP



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 ANALYSIS TO IDENTIFY VARIATIONS BETWEEN THE HARBOR U.C.L.A.  
2 AND THE M.L.K. HARBOR SYSTEM. ASSISTING M.L.K. HARBOR IN THE  
3 IMPLEMENTATION OF A BAR CODING PROCESS TO PLACE BAR CODE  
4 LABELS ON PATIENT SPECIMENS, ELIMINATING THE HANDWRITING  
5 PROCESS THAT FACILITATES LABELING ERRORS. CONDUCT ASSESSMENTS  
6 OF VARIOUS FUNCTIONS SUCH AS EMERGENCY PREPAREDNESS, SAFETY  
7 FACILITY AND OTHER ENVIRONMENTAL PROGRAMS. IMPLEMENTED A TRUST  
8 IN TIME PROCESS FOR THE DELIVERY OF SUPPLIES TO THE MEDICAL  
9 NURSING SERVICES, THUS REMOVING NURSING STAFF FROM THE  
10 ORDERING OF MEDICAL SUPPLIES SO THAT THEY CAN HAVE MORE TIME  
11 ON PATIENT CARE. WORKING ON THE DEVELOPMENT OF A SINGLE SUPPLY  
12 FORMULARY FOR THE REGION TO THEREFORE INCREASE SUPPLY SAVINGS.  
13 WHILE THESE ARE EXAMPLES OF MANY OF THE THINGS THAT STAFF AT  
14 HARBOR U.C.L.A. HAVE BEEN INVOLVED IN ITS SUPPORT OF M.L.K.  
15 HARBOR. THANK YOU.

16

17 **SUP. YAROSLAVSKY, CHAIRMAN:** THANK YOU. DR. CHERNOF?

18

19 **DR. BRUCE CHERNOF:** WE'D BE GLAD TO TAKE YOUR QUESTIONS AT THIS  
20 POINT, CHAIR OR SUPERVISORS.

21

22 **SUP. YAROSLAVSKY, CHAIRMAN:** ALL RIGHT. SUPERVISOR MOLINA?

23

24 **SUP. MOLINA:** YOU KNOW, I LISTENED INTENTLY TO THE REPORT FROM  
25 ALL FOUR OF YOU AND I APPRECIATE THE INFORMATION. I KNOW IT



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 TOOK A LONG TIME LAST NIGHT TO GATHER THIS BUT AT LEAST WE  
2 HAVE SOME BETTER IDEA OF SOME OF THE NUMBERS. BUT ONE WOULD  
3 THINK, FROM RECEIVING A REPORT FROM SOMEBODY ON MY END OF IT  
4 WHO IS TO, AGAIN, IS TO MAKE A DETERMINATION IF WE'RE  
5 FUNCTIONING EFFECTIVELY OR NOT, CERTAINLY EVERYONE IN THE  
6 COMMUNITY, AND I MEAN THE FEDERAL REGULATORS AS WELL, EVERYONE  
7 IS ASSUMING THAT WE ARE THE GOVERNING BOARD THAT IS MAKING THE  
8 DETERMINATIONS AND THE DECISIONS AS TO HOW TO CARRY THIS OUT.  
9 IN REALITY, WE ARE DELEGATING THAT RESPONSIBILITY, AS WE ALL  
10 KNOW, TO THE DEPARTMENT, WHO, IN TURN, HAS PUT TOGETHER A  
11 STRATEGY AND A PLAN FOR ALL OF US AS TO HOW TO MAINTAIN THIS  
12 HOSPITAL AND HOW TO MAKE SURE THAT IT GETS THE ACCREDITATION  
13 AND ALL OF THE APPROPRIATE REVIEWS THAT IT NEEDS. AND, IN  
14 LISTENING TO ALL OF IT, IT WOULD SEEM TO ME THAT, FROM WHAT  
15 YOU HAVE SAID, YOU HAVE DONE EVERYTHING YOU COULD POSSIBLY DO  
16 TO REFORM KING HARBOR, THAT EVERY EFFORT HAS BEEN MADE, FROM  
17 THE STANDPOINT OF PROVIDING RESOURCES, WHICH THIS BOARD HAS  
18 DONE, PROVIDING OPPORTUNITIES TO MAKE DRAMATIC CHANGES, AND  
19 CERTAINLY OPPORTUNITIES FOR ALL OF YOU TO INTEGRATE THE  
20 QUALITY OF CARE THAT WE KNOW AT HARBOR TO HOPEFULLY GET IT TO  
21 THE QUALITY OF CARE THAT WE WANT TO GET TO AT KING. AND, YET,  
22 WHEN WE HEAR OF THE SITUATION OF THE PATIENT THAT LED TO THIS  
23 LAST SET OF INQUIRY, THERE IS CERTAINLY NO ONE, EVEN ON YOUR  
24 END OF THE TABLE, THAT IS GOING TO MAKE ANY EXCUSE FOR IT. WE  
25 ALL UNDERSTAND ALL OF THE ACTIONS WERE INEXCUSABLE AND THE



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1 PROPER ACTIONS WERE TAKEN AMONGST VARIOUS EMPLOYEES, ALTHOUGH  
2 IT'S BEEN Eeking OUT. AND, IN MOST INSTANCES, WE HAVE-- THERE  
3 HAS BEEN EFFORT FROM ALL OF YOU TO TELL US THIS WAS "AN  
4 ISOLATED INCIDENT" AND I KNOW I'VE HEARD THAT TIME AND TIME  
5 AGAIN. AND I GUESS, IF IT WERE TRULY ISOLATED AND IF I TRULY  
6 BELIEVED THAT, I COULD JUST LEAVE IT AT THAT BUT THAT I FIND  
7 HARD TO BELIEVE. AND THEN WE MOVE ON AND WE HAVE THESE  
8 INSPECTIONS THAT COME IN AND THEY'RE NOT DONE BY PH.D.-TYPE  
9 FOLKS. IT'S MY UNDERSTANDING IT'S A DOC AND A COUPLE OF NURSES  
10 WHO READ THE SAME REGULATIONS, WHO READ THE SAME RULES, WHO  
11 HAVE BEEN IN THOSE KINDS OF SITUATIONS BEFORE THAT COME IN AND  
12 DO THE INSPECTIONS, MORE THAN LIKELY THEY'RE TRAINED FOR  
13 CERTAIN AREAS TO LOOK AT, BUT I THINK THEIR INTEREST IS TO  
14 PURSUE AND DO AN INSPECTION FROM THE STANDPOINT OF-- TO SEE IF  
15 THERE ARE BASIC STANDARDS OF CARE BEING MET. I TAKE IT THAT'S  
16 WHAT'S GOING ON. I'M CERTAINLY NOT GOING TO PUT ANYTHING ELSE  
17 INTO IT OTHER THAN THAT, WHAT IT IS. AND YET THE LAST REVIEW  
18 THAT WE JUST SUBMITTED ON MONDAY TELLS US THAT IT'S NOT AN  
19 ISOLATED INCIDENT, THAT THERE WERE MANY MORE INCIDENT OF THE  
20 RECORDS THAT THEY PULLED, ENOUGH TO BE TROUBLING, AND THAT'S  
21 WHAT CONCERNS ME. SO WE CAN GO THROUGH THEM BUT I DON'T THINK  
22 IT WOULD BE FAIR TO THE PATIENTS THAT WENT THROUGH IT. IN  
23 READING THEM, THEY WERE VERY, VERY TROUBLING. I MEAN, PEOPLE  
24 LAYING IN PAIN, NOT GETTING ATTENTION, BEING SHUNTED, PEOPLE  
25 GETTING UP AND LEAVING BECAUSE, YOU KNOW, THEY JUST DIDN'T GET



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1 THE CARE. THAT IS VERY TROUBLESOME. SO MAYBE THEY DIDN'T FALL  
2 ON THE FLOOR AND, YOU KNOW, SCRAMBLE IN PAIN OR WHATEVER IS  
3 GOING ON BUT YET THERE WERE OTHER VERY TROUBLING SITUATIONS  
4 THAT I READ IN THE SUBMISSION THAT WAS MADE ON MONDAY. SO I  
5 NEED A BETTER SET OF ASSURANCES AND I REALLY HAVE TO RELY ON  
6 HARBOR TO PROVIDE THAT AND SO THE QUESTIONS THAT I HAVE HAVE  
7 RELATIONSHIP TO THAT. NOW, I DON'T KNOW HOW LONG, MS. GRIGSBY,  
8 YOU HAVE BEEN THE INTERIM OF METROCARE? HOW LONG?

9

10 **SHARON GRIGSBY:** SINCE MARCH.

11

12 **SUP. MOLINA:** SINCE WHAT?

13

14 **SUP. YAROSLAVSKY, CHAIRMAN:** MARCH.

15

16 **SHARON GRIGSBY:** SINCE THE IMPLEMENTATION OF METROCARE FORMALLY  
17 IN MARCH.

18

19 **SUP. MOLINA:** SO WHO WAS THE HEAD OF METROCARE BEFORE YOURSELF?

20

21 **SHARON GRIGSBY:** TECLA MICKOSEFF AS...

22

23 **SUP. MOLINA:** I'M SORRY?

24

25 **SHARON GRIGSBY:** TECLA MICKOSEFF AS THE C.E.O. AT HARBOR.



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The Los Angeles County Board of Supervisors

1

2 **SUP. MOLINA:** ALL RIGHT. SO YOU WEREN'T INVOLVED IN THIS  
3 INTERVIEWING PROCESS AT ALL?

4

5 **SHARON GRIGSBY:** THAT'S CORRECT.

6

7 **SUP. MOLINA:** AND SO-- AND YET THAT'S-- THE BIGGEST ISSUE HERE  
8 SEEMS TO BE PERSONNEL VIOLATIONS. I MEAN, PEOPLE THAT AREN'T  
9 DOING WHAT THEY'RE SUPPOSED TO BE DOING. THAT'S WHAT IT REALLY  
10 COMES DOWN TO. EVEN THE PERSON WHO WAS SUPPOSED TO POST THE  
11 SIGN IN THE EMERGENCY ROOM, THERE WAS SOMEBODY WHO WAS  
12 RESPONSIBLE FOR DOING THAT DIDN'T DO IT. SUPERVISION OF  
13 PHYSICIAN ASSISTANTS AND SO ON. NOW MR. MAROQUINN, YOU HAVE  
14 BEEN INTERIM AT HARBOR FOR HOW LONG?

15

16 **MIGUEL ORTIZ-MAROQUINN:** SINCE ABOUT MARCH 1ST. NO, I'M SORRY.  
17 SINCE THE C.E.O. AT HARBOR RETIRED, WHICH IS ABOUT FEBRUARY  
18 THE TENTH.

19

20 **SUP. MOLINA:** OF THIS YEAR?

21

22 **MIGUEL ORTIZ-MAROQUINN:** OF THIS YEAR, YES.

23

24 **SUP. MOLINA:** YOU WEREN'T INVOLVED IN THE INTERVIEWS AS WELL  
25 BACK IN SEPTEMBER?



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The Los Angeles County Board of Supervisors

1

2 **MIGUEL ORTIZ-MAROQUINN:** YES, I WAS.

3

4 **SUP. MOLINA:** WHAT LEVEL DID YOU INTERVIEW?

5

6 **MIGUEL ORTIZ-MAROQUINN:** ACTUALLY, I INTERVIEWED ADMINISTRATIVE  
7 LEVEL STAFF AT M.L.K. HARBOR.

8

9 **SUP. MOLINA:** YOU INTERVIEWED WHAT LEVEL?

10

11 **MIGUEL ORTIZ-MAROQUINN:** ADMINISTRATIVE LEVEL STAFF...

12

13 **SUP. MOLINA:** AND THAT MEANS WHAT?

14

15 **MIGUEL ORTIZ-MAROQUINN:** ASSISTANT ADMINISTRATORS. I ALSO  
16 INTERVIEWED A NUMBER OF THE SERVICE DIRECTORS SUCH AS  
17 RADIOLOGY MANAGER AND SO FORTH.

18

19 **SUP. MOLINA:** SO IF YOU READ AT HARBOR THAT-- AND I HAVE TO  
20 READ FROM THE L.A. TIMES BECAUSE I DON'T HAVE THIS INFORMATION  
21 ANYWHERE ELSE-- THAT TWO-THIRDS OF THE 388 REGISTERED NURSES  
22 AT KING HARBOR STAFF, SHORTLY AFTER THE REFORM PLANNING,  
23 INCLUDING AT LEAST TWO WITH PREVIOUS SUSPENSIONS, REMAINED ON  
24 STAFF AT THE END OF THE LAST MONTH AND THAT 60 PERCENT OF THE  
25 285 REGISTERED AND LICENSED VOCATION FAILED ONE OR MORE PARTS



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1 OF THE BASIC CLINICAL COMPETENCY ASSESSMENTS, MORE THAN 1 IN  
2 10 FAILED THREE OR MORE SECTIONS OF THE ASSESSMENT, WOULD THAT  
3 BE THE SAME KIND OF EXPECTATION THAT WOULD BE GOING ON AT  
4 HARBOR? NOT AT M.L.K. HARBOR BUT AT HARBOR? DO YOU THINK, IF  
5 THAT SAME EFFORT WAS MADE TO TEST AND ASSESS THE NURSES AND  
6 THE L.V.N.S AT HARBOR, THAT YOU WOULD HAVE THE SAME SET OF  
7 OUTCOMES?

8

9 **MIGUEL ORTIZ-MAROQUINN:** WE CONDUCT THE SAME LEVEL OF  
10 COMPETENCY ASSESSMENT AT HARBOR U.C.L.A. ON AN ANNUAL BASIS  
11 AND...

12

13 **SUP. MOLINA:** DO YOU HAVE THE SAME SET OF OUTCOMES?

14

15 **SUP. YAROSLAVSKY, CHAIRMAN:** WHAT BASIS? I DIDN'T UNDERSTAND.  
16 ON WHAT BASIS?

17

18 **MIGUEL ORTIZ-MAROQUINN:** ANNUAL. THIS IS PART OF THE COMPETENCY  
19 ASSESSMENTS ORIENTATION OR REORIENTATION THAT WE DO...

20

21 **SUP. MOLINA:** SO WHAT ARE THE OUTCOMES AT HARBOR? THEY'RE NOT  
22 60 PERCENT, AS THEY WERE AT M.L.K. HARBOR. THEY ARE WHAT AT  
23 HARBOR?

24

25 **MIGUEL ORTIZ-MAROQUINN:** THEY ARE LESS THAN 5 PERCENT.



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1

2 **SUP. MOLINA:** LESS THAN 5 PERCENT?

3

4 **MIGUEL ORTIZ-MAROQUINN:** YES. SINCE WE DO THAT EVERY YEAR, OUR  
5 STAFF ARE VERY USED TO THE TESTING PROCESS. AND, OVER TIME,  
6 THEY BECOME VERY...

7

8 **SUP. MOLINA:** SO, AT HARBOR, IF YOU HAD 60 PERCENT WHO FAILED  
9 CERTAIN SECTIONS OF BASIC COMPETENCY, WHAT WOULD HAPPEN AT  
10 HARBOR?

11

12 **MIGUEL ORTIZ-MAROQUINN:** DEPENDING ON THE TYPE OF COMPETENCY,  
13 THEY WOULD BE REMOVED FROM IMMEDIATE PATIENT CARE AS THEY  
14 WOULD NOT BE CONSIDERED SAFE TO BE PROVIDING CARE.

15

16 **SUP. MOLINA:** THEN WHY IS THAT NOT THE SAME STANDARD THAT IS  
17 FOLLOWED AT M.L.K. HARBOR?

18

19 **MIGUEL ORTIZ-MAROQUINN:** WELL, I CANNOT SPEAK TO THE STANDARDS  
20 THAT WERE PRIOR TO THAT SETTING.

21

22 **SUP. MOLINA:** NO, NO, NO, I'M NOT TALKING ABOUT PRIOR. I'M  
23 TALKING ABOUT NOW. WHY IS THAT NOT THE SAME STANDARD?

24



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1 **MIGUEL ORTIZ-MAROQUINN:** WELL, IT IS THE SAME STANDARD. IT'S  
2 JUST AN ISSUE OF WHERE THE COMPLIANCE LEVEL POLLS AFTER THE  
3 COMPETENCY.

4

5 **SUP. MOLINA:** THEN MAYBE I'M NOT EXPLAINING MYSELF CORRECTLY.  
6 IF, IN FACT, HARBOR HAD 60 PERCENT OF THE NURSES WHO WERE NOT  
7 MEETING THE BASIC COMPETENCY TEST, YOU SAID THEY WOULD BE  
8 DISMISSED BECAUSE THEY AREN'T MEETING THE STANDARD OF CARE, OR  
9 THEY WOULD BE REMOVED FROM THE PATIENT CARE. WHY IS THAT NOT  
10 THE SAME STANDARD AT MARTIN LUTHER KING HARBOR?

11

12 **MIGUEL ORTIZ-MAROQUINN:** ACTUALLY, IT IS THE SAME STANDARD.

13

14 **SUP. MOLINA:** IT IS THE SAME STANDARD TODAY?

15

16 **MIGUEL ORTIZ-MAROQUINN:** YES. IN THE SENSE THAT MANY OF THE  
17 NURSES WHO WERE UNABLE TO PASS SOME OF THE VERY CRITICAL  
18 COMPETENCY TESTINGS WERE REMOVED FROM PATIENT CARE.

19

20 **SUP. MOLINA:** HOW MANY WERE REMOVED?

21

22 **MIGUEL ORTIZ-MAROQUINN:** AND THEN THEY WERE REMEDIATED.

23

24 **SUP. MOLINA:** HOW MANY WERE REMOVED? IF I LOOKED AT THE NUMBER,  
25 60 PERCENT OF 285, IT'S A MIGHTY BIG NUMBER.



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The Los Angeles County Board of Supervisors

1

2 **SHARON GRIGSBY:** I THINK IT'S ALSO IMPORTANT TO REMEMBER THAT  
3 THOSE NUMBERS ARE ON THE FIRST PASS, THAT STAFF WERE OFFERED  
4 REMEDIATION AS THEY WOULD BE AT HARBOR.

5

6 **SUP. MOLINA:** I KNOW BUT I'M ASKING ABOUT WHAT HAPPENED IN THE  
7 PROCESS. I ASKED THE QUESTION WHAT WOULD HAPPEN AT HARBOR? HE  
8 SAID, THEY WOULD BE REMOVED OUT OF PATIENT CARE. IS THAT THE  
9 SAME STANDARD THAT WE FOLLOWED AT MARTIN LUTHER KING HARBOR  
10 HOSPITAL?

11

12 **MIGUEL ORTIZ-MAROQUINN:** YES, THAT WAS THE EXPECTATION.

13

14 **SUP. MOLINA:** SO WE REMOVED 60 PERCENT OF THE 285 NURSES OUT OF  
15 PATIENT CARE?

16

17 **MIGUEL ORTIZ-MAROQUINN:** WHAT ACTUALLY HAPPENED IS THAT, AS  
18 INDIVIDUALS WENT THROUGH THE COMPETENCY TESTING, IF SOMEBODY  
19 WOULD NOT PASS THE COMPETENCY, THEY WOULD BE IMMEDIATELY SENT  
20 TO RETRAINING SO THEY WOULD COME BACK AND WE WOULD MAKE SURE  
21 THAT THEY WOULD PASS THE COMPETENCY TESTING AS SOON AS  
22 POSSIBLE SO THAT WE WOULD MINIMIZE THE NUMBER OF STAFF THAT  
23 WOULD NOT BE AVAILABLE FOR CARE.

24



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1 **SUP. MOLINA:** OKAY, BUT QUICK MATH. AND WHAT IS 60 PERCENT OF  
2 285? SOMEBODY HELP ME. IT'S WELL OVER-- 180. SO 180 OF THESE  
3 NURSES WERE REMOVED FROM PATIENT CARE?

4  
5 **SHARON GRIGSBY:** NO, THAT'S-- I DON'T THINK THAT'S CORRECT.  
6 ANTOINETTE, DID YOU PREFER TO SPEAK TO THAT?

7  
8 **SUP. MOLINA:** I'M JUST TAKING YOUR OWN NUMBERS. I'M TAKING YOUR  
9 OWN ANSWERS AND I'M APPLYING THEM. SO WHAT IS INCORRECT ABOUT  
10 WHAT I'M DOING?

11  
12 **SHARON GRIGSBY:** THE PROCESS ENTAILS THE TESTING AND  
13 REMEDIATION.

14  
15 **SUP. MOLINA:** NO, I UNDERSTAND. BUT THEN THAT'S NOT THE SAME  
16 STANDARD AT HARBOR. IF A NURSE DOES NOT PASS, AND THIS IS THE  
17 QUESTION I ASKED, THEY GET REMOVED OUT OF PATIENT CARE; IS  
18 THAT CORRECT?

19  
20 **SHARON GRIGSBY:** THEY GET OFFERED REMEDIATION, THE TRAINING AND  
21 REMEDIATION, AND IF THEY CAN'T PASS IT...

22  
23 **SUP. MOLINA:** TRY ONE MORE TIME.

24  
25 **SHARON GRIGSBY:** ...IF THEY CAN'T PASS IT...



The Meeting Transcript of  
The Los Angeles County Board of Supervisors

1

2 **SUP. MOLINA:** I KNOW BUT I MEAN...

3

4 **SHARON GRIGSBY:** ...THEN THEY'RE REMOVED.

5

6 **SUP. MOLINA:** DO THEY GET REMOVED FROM PATIENT CARE?

7

8 **SHARON GRIGSBY:** AS MIGUEL HAS SAID, THEY ARE TAKEN OUT OF THAT  
9 PART THAT THEY CANNOT PASS SO THERE MAY BE...

10

11 **SUP. MOLINA:** THANK YOU. ALL RIGHT. AND THEN THEY ARE TESTED,  
12 REMEDIATED AND TESTED AGAIN. BUT THEY ARE NOT TAKING CARE OF  
13 PATIENTS, CORRECT?

14

15 **SHARON GRIGSBY:** IN THE SKILL THAT THEY ARE NOT ASSESSED AS  
16 CAPABLE AT, THEY ARE NOT DOING THAT SKILL WITH PATIENTS UNTIL  
17 THEY CAN PASS THE TEST.

18

19 **SUP. MOLINA:** ALL RIGHT. SO THAT'S THE SAME STANDARD THAT WAS  
20 PLACED ON MARTIN LUTHER KING HARBOR, CORRECT? SO THAT MEANS  
21 THAT 180 PLUS OF THESE NURSES WERE TAKEN OUT OF PATIENT  
22 CARE...

23



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1 **SHARON GRIGSBY:** NO, YOU'RE SKIPPING THOSE MIDDLE STEPS OF  
2 REMEDIATION. THAT'S NOT A FINAL NUMBER. THOSE WERE PEOPLE THAT  
3 FAILED SOME PART OF THE TEST THE FIRST GO AROUND.

4

5 **SUP. MOLINA:** ALL RIGHT. SO LET'S SAY THEY FAILED FILLING OUT A  
6 CHART, OKAY? LET'S SAY THAT. SO THAT MEANS THEY DON'T GET TO  
7 FILL OUT CHARTS BUT THEY GET TO GO TAKE TEMPERATURES AND  
8 THAT'S WHAT THEY DO, IS THAT WHAT HAPPENED?

9

10 **SHARON GRIGSBY:** THAT WOULD BE AN EXAMPLE.

11

12 **SUP. MOLINA:** BUT IS THAT WHAT HAPPENED?

13

14 **SHARON GRIGSBY:** THAT THEY WERE REMOVED FROM THAT ASPECT OF  
15 THEIR CARE, YES. THEY GOT LETTERS TO THAT EFFECT BASED ON  
16 THEIR TESTING.

17

18 **SUP. MOLINA:** IF, IN FACT, HARBOR HAD 60 PERCENT FAILURE OF ANY  
19 PART OF IT, HOW LONG WOULD IT TAKE AND WHAT EFFORT WOULD IT  
20 TAKE-- AT HARBOR, NOT AT MARTIN LUTHER KING-- TO REMOVE THAT  
21 MANY NURSES, GET THEM REMEDIATED AND PUT THEM BACK INTO  
22 PATIENT CARE, HOW LONG WOULD IT TAKE? 60 PERCENT.

23

24 **MIGUEL ORTIZ-MAROQUINN:** 60 PERCENT, THAT WOULD REQUIRE A  
25 SIGNIFICANT EFFORT TO REMOVE.



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1

2 **SUP. MOLINA:** WHAT IS SIGNIFICANT?

3

4 **MIGUEL ORTIZ-MAROQUINN:** WELL, IT'S A MAJOR. YOU CAN'T REMOVE  
5 60 PERCENT...

6

7 **SUP. MOLINA:** WHAT IS A MAJOR EFFORT?

8

9 **MIGUEL ORTIZ-MAROQUINN:** TO REMOVE 60 PERCENT OF YOUR NURSES  
10 FROM SERVICE IF THE SCENARIO IS THAT THEY WILL NOT PASS ANY OF  
11 THE CRITICAL COMPETENCY, YOU WOULD-- SIMPLY COULD NOT OPERATE.

12

13 **SUP. MOLINA:** SEE, THAT'S THE ISSUE THAT I HAVE HERE. I DON'T  
14 THINK THAT WE'RE TREATING-- WE'RE UTILIZING THE SAME STANDARD  
15 OF CARE. NOW, I'M CONCLUDING THAT FROM THE VERY INFORMATION  
16 THAT YOU GAVE ME AND IT IS BASED UPON THE FACT THAT, IF 60  
17 PERCENT OF HARBOR NURSES WERE NOT ABLE TO PASS ANY LEVEL OF  
18 COMPETENCY, THEY WOULD BE REMOVED, HAVE TO BE REMEDIATED,  
19 RETRAINED AND PUT BACK INTO SERVICE. IT WOULD DESTROY THE  
20 QUALITY OF CARE AT HARBOR HOSPITAL. THAT SHOULD BE THE SAME  
21 STANDARD THAT IS APPLIED. NOW, YOU'RE GOING TO TELL ME THAT IT  
22 IS. BUT SOMEHOW, IF IT WOULDN'T WORK AT HARBOR, WHY DOES IT  
23 WORK AT M.L.K.?

24



The Meeting Transcript of  
The Los Angeles County Board of Supervisors

1 **ANTOINETTE SMITH-EPPS:** THE WAY THAT YOU'VE POSED THE QUESTION  
2 MAKES IT VERY DIFFICULT TO ANSWER IT.

3

4 **SUP. MOLINA:** IT'S THE ONLY WAY I KNOW HOW TO POSE IT. I TOOK  
5 YOUR INFORMATION, SPUN IT AROUND AND GAVE IT BACK TO YOU.

6

7 **ANTOINETTE SMITH-EPPS:** THERE IS A PROCESS WHEN THE ASSESSMENTS  
8 ARE DONE. FOR THAT PROCESS, THERE IS A DETERMINATION MADE  
9 THAT, IF SOMEONE CHALLENGES ONE OF THE COMPETENCIES AND DOES  
10 NOT PASS IT, THEY ARE IMMEDIATELY REMEDIATED.

11

12 **SUP. MOLINA:** I KNOW. BUT YOU CAN BE IMMEDIATELY REMEDIATED IN  
13 AN HOUR AND A HALF, IN 15 MINUTES OR IN 15 DAYS.

14

15 **ANTOINETTE SMITH-EPPS:** CORRECT.

16

17 **SUP. YAROSLAVSKY, CHAIRMAN:** ANSWER THIS QUESTION...

18

19 **SUP. MOLINA:** BUT IT'S 60 PERCENT. I'M SORRY?

20

21 **SUP. YAROSLAVSKY, CHAIRMAN:** NO, NO, I JUST WANT HER TO ANSWER  
22 BECAUSE 15 MINUTES ARE UP. I WANT TO MOVE...

23

24 **ANTOINETTE SMITH-EPPS:** THAT'S CORRECT. AND WHAT SEEMS TO BE  
25 MISSING FROM THE EQUATION IS THAT MANY OF THOSE INDIVIDUALS



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1 WHO PASSED A PORTION OF THE COMPETENCY ASSESSMENT ON THE FIRST  
2 GO ROUND WERE IMMEDIATELY, WITHIN, YOU KNOW, AN HOUR, 30  
3 MINUTES, WERE IMMEDIATELY REMEDIATED ON THAT PARTICULAR  
4 COMPETENCY AND PASSED THAT COMPETENCY BEFORE THEY LEFT THE  
5 COMPETENCY STATIONS. SO THERE WAS NEVER A NEED TO PULL 60  
6 PERCENT OF ALL OF THE NURSING STAFF OFF OF SERVICE. WHEN WE  
7 FINISHED ALL OF THE COMPETENCIES, THERE WERE INDIVIDUALS WHO  
8 WERE NOT ABLE TO PASS EVEN AFTER REMEDIATION. THOSE  
9 INDIVIDUALS WERE REMOVED FROM SERVICE UNTIL A PERIOD OF TIME  
10 ELAPSED AND THEY WERE ABLE TO DEMONSTRATE COMPETENCY. AND, IN  
11 A COUPLE OF OCCASIONS, THEY WERE NOT ABLE TO DEMONSTRATE A  
12 COMPETENCY AND SO THEY WERE PUT INTO THE PERFORMANCE  
13 MANAGEMENT SYSTEM.

14

15 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY, SUPERVISOR?

16

17 **SUP. MOLINA:** MY TIME IS UP?

18

19 **SUP. YAROSLAVSKY, CHAIRMAN:** YES.

20

21 **SUP. MOLINA:** OH, WELL, I'LL COME BACK.

22

23 **SUP. YAROSLAVSKY, CHAIRMAN:** YOU WILL. WE'LL GUARANTEE YOU  
24 THAT. I WANT TO ASK YOU, ON A FLIP SIDE OF THE SAME COIN THAT  
25 SUPERVISOR MOLINA WAS JUST ASKING, SHE WAS FOCUSING ON THE



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1 COMPETENCY TESTING OF THE NURSES. I WANT TO FOCUS ON THE  
2 2567S, THE INSPECTIONS THAT WERE DONE BY THE STATE HEALTH  
3 DEPARTMENT AT THE REQUEST OF OR DIRECTION OF C.M.S. I READ THE  
4 FIRST ONE THAT WE GOT LAST WEEK AND I WAS VERY BOTHERED BY IT.  
5 I READ THE SECOND ONE, WHICH I RECEIVED LATE FRIDAY OR  
6 SATURDAY, AND I WAS JUST BLOWN AWAY. I WANT TO FOCUS ON THE  
7 STATISTIC AND YOU TELL ME WHETHER THIS IS SIGNIFICANT OR NOT.  
8 MS. GRIGSBY SAID THAT THERE HAD BEEN THOUSANDS OF PATIENTS  
9 TREATED DURING THIS PERIOD OF TIME, DURING THIS METROCARE  
10 PERIOD OF TIME, AND TWO FAILURES. I THINK THE CORRECT  
11 STATEMENT IS TWO FAILURES THAT WE HAVE BEEN INFORMED ABOUT. I  
12 DON'T KNOW HOW MANY FAILURES AND I'M NOT SURE ANY OF US KNOW  
13 ALL THE FAILURES. BUT WHEN THEY WENT IN AND DID THEIR  
14 INSPECTION, THEY PULLED THE FILES, THEY PULLED 60 FILES IN  
15 THIS LAST CASE, THE ONE THAT WAS RELEASED AT 9:30 LAST NIGHT,  
16 CORRECT? YOUR RESPONSE TO WHICH WAS RELEASED AT 9:30 LAST  
17 NIGHT?

18

19 **DR. BRUCE CHERNOF:** CORRECT.

20

21 **SUP. YAROSLAVSKY, CHAIRMAN:** THEY PULLED 60 FILES, 17 OF THEM,  
22 OR APPROXIMATELY 28 PERCENT, WERE PROBLEMATIC; IS THAT A FAIR  
23 STATEMENT?

24

25 **DR. BRUCE CHERNOF:** THAT'S CORRECT. THAT WAS THEIR ESTIMATE.



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1

2 **SUP. YAROSLAVSKY, CHAIRMAN:** THAT WAS THEIR ESTIMATE?

3

4 **DR. BRUCE CHERNOF:** YES, THAT'S CORRECT.

5

6 **SUP. YAROSLAVSKY, CHAIRMAN:** WHEN THEY PULLED THE 60 FILES, DID  
7 THEY PULL THEM-- THEY OBVIOUSLY PULLED THE CASE THEY WERE  
8 INTERESTED IN, I ASSUME, AND THEN THEY PULLED 59 OTHERS AT  
9 RANDOM OVER A PERIOD OF TIME?

10

11 **ANTOINETTE SMITH-EPPS:** I WOULDN'T SAY THEY WERE AT RANDOM.  
12 THEY WERE DOING AN INSPECTION BASED ON E.M.T.A.L.A. SO THEY  
13 WERE LOOKING AT CERTAIN ASPECTS OF CARE, TIMELINESS OF THINGS  
14 LIKE TRIAGE. THEY WERE LOOKING AT TRANSFER. SO IT APPEARS THAT  
15 THEY WERE LOOKING FOR CERTAIN TYPES OF CHARTS AND THEY  
16 REQUESTED...

17

18 **SUP. YAROSLAVSKY, CHAIRMAN:** WITHIN THE CERTAIN TYPES OF CARE  
19 THAT THEY WERE INTERESTED IN, THE FILES THEY PULLED WERE  
20 RANDOM?

21

22 **ANTOINETTE SMITH-EPPS:** YES, AS BEST I CAN DETERMINE.

23

24 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY. SO SOMEWHERE BETWEEN 1 OUT  
25 OF 3 AND 1 OUT OF 4 FILES THEY PULLED WERE PROBLEMATIC. NOW,



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1 DR. CHERNOF, MS. EPPS, ANY OF YOU, WHOEVER WANTS TO ANSWER IT,  
2 I THINK THE ANSWER IS SELF-EVIDENT, THERE'S A REASON THEY  
3 ASKED-- THEY GO THROUGH THESE FILES AND THERE'S A REASON FOR  
4 THE REGULATIONS THAT ARE ASSOCIATED WITH THESE FUNCTIONS,  
5 CORRECT? THE REASON IS TO MAXIMIZE PATIENT SAFETY AND PATIENT  
6 CARE, CORRECT?

7

8 **ANTOINETTE SMITH-EPPS:** THAT IS CORRECT.

9

10 **SUP. YAROSLAVSKY, CHAIRMAN:** SO WHEN 1 OUT OF 3 OR 1 OUT OF 4  
11 PATIENTS-- PATIENT FILES SHOW UP AT RANDOM WITHIN THIS AREA AS  
12 PROBLEMATIC, IS THAT AN ALARMING-- SHOULD I BE ALARMED AT THAT  
13 FIGURE?

14

15 **ANTOINETTE SMITH-EPPS:** I WOULD BE. I AM GREATLY CONCERNED  
16 ABOUT THE LACK OF DOCUMENTATION IN THE PATIENT FILES THAT LED  
17 TO THESE CITATIONS FROM C.M.S.

18

19 **SUP. YAROSLAVSKY, CHAIRMAN:** THE LACK OF DOCUMENTATION IS NOT  
20 JUST AN ADMINISTRATIVE SCREW-UP.

21

22 **ANTOINETTE SMITH-EPPS:** OH, NO, IT'S NOT.

23

24 **SUP. YAROSLAVSKY, CHAIRMAN:** BECAUSE A LACK OF DOCUMENTATION  
25 MAY LEAD TO IMPROPER CARE OR TO NO CARE AT ALL, CORRECT?



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1

2 **ANTOINETTE SMITH-EPPS:** IT IS POSSIBLE, YES.

3

4 **SUP. YAROSLAVSKY, CHAIRMAN:** PART OF THE RODRIGUEZ CASE MAY  
5 INVOLVE, MAY INVOLVE A LACK OF PROPER DOCUMENTATION EARLY ON  
6 IN THE PROCESS, IS THAT CORRECT?

7

8 **ANTOINETTE SMITH-EPPS:** CORRECT. ABSOLUTELY CORRECT.

9

10 **SUP. YAROSLAVSKY, CHAIRMAN:** AND SHE ENDED UP DYING.

11

12 **ANTOINETTE SMITH-EPPS:** ABSOLUTELY CORRECT.

13

14 **SUP. YAROSLAVSKY, CHAIRMAN:** THE PONCE CASE, THERE MAY BE A  
15 DOCUMENTATION ISSUE THERE. I DON'T KNOW THAT THERE IS BUT  
16 THERE VERY WELL MAY BE THAT LED TO OR CONTRIBUTED TO THE  
17 SITUATION THAT HE WAS INVOLVED IN AND THERE MAY BE OTHERS. SO,  
18 WHEN 1 OUT OF-- LET ME PUT IT THIS WAY, WHEN YOU OR I WALK  
19 INTO AN EMERGENCY ROOM, IF THERE WAS A SIGN IN THE EMERGENCY  
20 ROOM THAT SAYS, "BEWARE, YOU HAVE A 1 IN 3 CHANCE OF NOT  
21 MAKING IT" OR "A 1 IN 3 CHANCE THAT OUR PERSONNEL ARE GOING TO  
22 SCREW UP ON YOU", YOU'D GO TO ANOTHER EMERGENCY ROOM, WOULDN'T  
23 YOU? SO WOULD I.

24

25 **ANTOINETTE SMITH-EPPS:** I WOULD THINK SO.



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1  
2 **SUP. YAROSLAVSKY, CHAIRMAN:** YOU DON'T HAVE TO ANSWER THAT. YOU  
3 DON'T HAVE TO ANSWER THAT. IT'S A RHETORICAL QUESTION. BUT  
4 WHEN I READ THE REPORT FROM THE INSPECTOR, THAT WAS THE  
5 REACTION I HAD. I'M NOT A DOCTOR. I DON'T KNOW VERY MUCH ABOUT  
6 MEDICINE EXCEPT TO KNOW TO SECOND GUESS DOCTORS ALL THE TIME  
7 AND CERTAINLY KNOW THAT, NO MATTER WHAT HOSPITAL I'M IN,  
8 BEWARE. BUT THE ONE THING THAT CAME ACROSS TO ME LOUD AND  
9 CLEAR IS 17 OUT OF 60. 17 OUT OF 60, AT RANDOM, WITHIN THIS  
10 AREA WERE PROBLEMATIC AND I THINK SERIOUSLY PROBLEMATIC. WE  
11 DON'T HAVE TO READ THEM. THEY'RE A MATTER OF PUBLIC RECORD  
12 NOW. THAT SOME OF THEM WERE REALLY-- THAT EVEN A LAYMAN COULD  
13 UNDERSTAND THEY WERE PROBLEMATIC. YESTERDAY, I ASKED YOU THE  
14 QUESTION, DR. CHERNOF, ABOUT THE PEOPLE WHO CAME FROM HARBOR  
15 TO M.L.K. TO TRAIN M.L.K. PERSONNEL. AND I ASKED YOU WHAT KIND  
16 OF FEEDBACK YOU GOT FROM THOSE HARBOR PERSONNEL WHEN THEY WERE  
17 COMING BACK, WHAT KIND OF FEEDBACK WERE YOU GETTING ABOUT WHAT  
18 THEY WERE SEEING AT M.L.K. AND YOUR RESPONSE WAS, I'M  
19 PARAPHRASING, WAS THAT THEY WERE SURPRISED AT HOW MUCH  
20 TRAINING WAS NECESSARY. SO, WHEN YOU TELL ME THAT YOU WERE  
21 SURPRISED AT HOW MUCH TRAINING WAS NECESSARY, THE FEDERAL  
22 AUTHORITIES-- THE STATE AUTHORITIES, AT THE DIRECTION OF THE  
23 FEDERAL GOVERNMENT, COMES IN AND GETS 17 OUT OF 60 PROBLEMATIC  
24 FILES, MS. MOLINA'S QUESTION ABOUT THE PERCENTAGE OF PERSONNEL  
25 THAT DIDN'T PASS THE TEST, IT ALL LEADS ME TO THE FOLLOWING



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1 QUESTION-- AND I KNOW THIS IS A DIFFICULT THING TO DISCUSS  
2 JUST WEEKS BEFORE THE FEDERAL AUTHORITIES COME IN FOR THEIR  
3 BIG INSPECTION. BUT CAN YOU TELL ME WHY I, AS A MEMBER OF THE  
4 GOVERNING BODY OF THIS BOARD AND OF THIS MEDICAL SYSTEM, AS  
5 ALL FIVE OF US ARE, WHY I SHOULD HAVE ANY LEVEL OF CONFIDENCE  
6 THAT WE'RE GOING TO PASS THIS? WHERE SHOULD I LOOK FOR  
7 POSITIVE REINFORCEMENT FROM YOU? WHAT FACTS SUGGEST THAT WE  
8 HAVE MADE A LOT OF PROGRESS, SUFFICIENT PROGRESS THAT WE WILL  
9 SURVIVE AND PASS A C.M.S. INSPECTION SOMETIME AFTER JULY 9TH?  
10 IT'S THE SAME PEOPLE OR IS IT THE SAME PEOPLE WHO ARE GOING TO  
11 BE IN HERE DOING THAT AS DID THIS 2567? THE SAME TYPES OF  
12 PEOPLE, CORRECT?

13

14 **DR. BRUCE CHERNOF:** THAT'S CORRECT.

15

16 **SUP. YAROSLAVSKY, CHAIRMAN:** COULD YOU JUST TELL ME AND TELL  
17 THE PEOPLE OF THE COUNTY WHY WE SHOULD NOT-- WHY WE SHOULD  
18 EXPECT A POSITIVE RESULT?

19

20 **DR. BRUCE CHERNOF:** WELL, SUPERVISOR, I'LL START AND I'LL LET  
21 ANYBODY ELSE AT THE TABLE HELP WITH THIS RESPONSE BECAUSE I  
22 THINK IT'S A FAIR QUESTION. LET ME START BY SAYING, ONE OF THE  
23 THINGS THAT MAKES THE METRO CARE PLAN DIFFERENT THAN EVERY  
24 OTHER EFFORT THAT YOU, YOUR BOARD HAS MADE, LONG PRECEDING ME  
25 OR LONG PRECEDING THIS LEADERSHIP TEAM, IS TO ACTUALLY GO IN



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1 AND DO WHAT YOU'VE JUST HEARD DESCRIBED. THERE IS NO OTHER  
2 HOSPITAL IN THE UNITED STATES THAT STARTS FROM THE GROUND UP  
3 AND INTERVIEWS EACH EMPLOYEE AND THEN ACTUALLY GOES BACK AND  
4 DOES COMPETENCY TESTING FROM THE GROUND UP OF EVERY SINGLE  
5 EMPLOYEE AT THE SAME TIME AS IF THEY WERE JUST GRADUATING FROM  
6 THEIR RELATIVE TRAINING, THEIR TRAINING PROGRAMS. AND I DO  
7 THINK THAT STAFF AT HARBOR WERE SURPRISED BECAUSE THEY HAVE  
8 COMPETENCY TRAINING. THEY USE THIS COMPETENCY TRAINING EVERY  
9 YEAR ON AN ONGOING BASIS FOR ALL THEIR STAFF. WE HAVE BEEN  
10 THROUGH A PERIOD OF CONTINUOUS CHANGE, OF CONTINUOUS OUTSIDE  
11 CONSULTANTS, PEOPLE WHO COME IN AND ADVISE AND TRAIN TO A  
12 DOCUMENT AND THEN LOOK FOR SOMEBODY TO REPEAT BACK THAT  
13 INFORMATION. BUT TO TAKE THE TIME TO IDENTIFY THE SKILLS THAT  
14 ARE CRITICAL TO SUCCESSFULLY RUNNING A HOSPITAL, 40 PERCENT OF  
15 THE FOLKS-- I'M SORRY, 60 PERCENT OF THE FOLKS PASSED ON THE  
16 FIRST GO. THE REMAINDER NEEDED SOME FORM OF REMEDIATION. THAT  
17 REMEDIATION WAS NOT TALKING ABOUT IT BUT ACTUALLY HAVING  
18 SOMEBODY BE TRAINED, DEMONSTRATE, DO IT OVER AND OVER AGAIN  
19 UNTIL THEY CAN DEMONSTRATE IT AND THEN GO BACK AND BE  
20 RETESTED. THIS IS ABOUT ASSURING THAT EVERY PERSON HAS NOT  
21 JUST THE KNOWLEDGE SKILLS BUT THE HANDS-ON SKILLS TO DO THE  
22 WORK.

23

24 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY, BUT, BRUCE, BUT HERE, I  
25 UNDERSTAND, BUT HERE'S-- SUPPOSE I ACCEPT EVERYTHING YOU'RE



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1 SAYING, TAKE IT AS THE GOSPEL. THEY CAME IN JUST NOW. THEY  
2 PULLED THE FILES ON THE PONCE CASE AND ON 60 OTHER CASES OR 59  
3 OTHER CASES AROUND THE SAME TIME FRAME IN THE SAME AREA AND 28  
4 PERCENT OF THEM CAME UP PROBLEMATIC. 28 PERCENT. FORGET THE  
5 TEST FOR A SECOND. FORGET THE ISSUE OF THE TESTING AND THE  
6 COMPETENCY AND THE 40 PERCENT THAT PASSED IN THE SECOND GO  
7 AROUND AND ALL THAT. FAST FORWARD TO THE LAST MONTH. I GOT TO  
8 TELL YOU-- NO, I'M NOT GOING TO SAY IT, I'M VERY, VERY  
9 TROUBLED. AND, BRUCE, I KNOW YOU HAVE, AND ANTOINETTE, I KNOW  
10 YOU HAVE AND THE OTHERS HAVE TRIED TO DO AS BEST YOU COULD  
11 UNDER VERY DIFFICULT CIRCUMSTANCES. AND I'M NOT THE KIND WHO  
12 IS GOING TO SIT HERE AND SECOND GUESS YOU BUT THERE'S A  
13 CREDIBILITY GAP NOW FOR ME AND I THINK YOU CAN UNDERSTAND  
14 THAT. AND I MAY BE SAYING SOMETHING THAT MAYBE EVEN YOU FEEL  
15 AND YOU CAN'T SAY BUT I'M GOING TO SAY IT. THAT, AFTER ALL  
16 THIS TIME-- AND WE ALL WENT INTO THIS WITH OPEN EYES. WE KNEW  
17 WHAT WE WERE DOING. WE KNEW THE RISKS ASSOCIATED WITH TRYING  
18 TO FIX THIS HOSPITAL WHILE KEEPING IT OPEN. WE DID NOT WANT TO  
19 CLOSE IT BECAUSE OF THE TENS OF THOUSANDS OF PEOPLE WHO RELY  
20 ON IT EVERY YEAR. WE MADE THAT DECISION WITH OPEN EYES. BUT  
21 PART OF THAT COMPACT WAS THAT WE WERE HOPING WE'D SEE  
22 IMPROVEMENT AND MAYBE THERE HAS BEEN IMPROVEMENT. WE JUST  
23 HAVEN'T-- YOU HAVEN'T BEEN ABLE TO YET QUANTIFY IT FOR US AND  
24 THE ONLY INDEPENDENT REGULATORS OR INDEPENDENT MINDS WHO HAVE  
25 COME IN TO LOOK AT OUR FACILITY FROM STATE D.H.S. HAVE NOT



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1 REASSURED US IN THIS REGARD. AND, IN JULY, IF WE GET TO JULY,  
2 WHEN C.M.S. COMES IN, D.H.S. COMES IN WITH THEIR INSPECTION,  
3 WE'LL SEE WHETHER OUR OPTIMISM OR OUR JUDGMENT WAS WELL  
4 FOUNDED. BUT I'M LOSING HOPE AND I SAY THAT WITH GREAT  
5 RETICENCE AND GREAT PERSONAL DISAPPOINTMENT THAT, AFTER ALL  
6 THIS, THIS IS WHERE WE ARE. AND I'M NOT EVEN-- AND WE ALL HAVE  
7 HAD DISCUSSIONS AND WE'VE ALL SEEN DOCUMENTATION, THERE'S A  
8 LOT OF STUFF FLOATING AROUND. THE BOTTOM LINE IS, WE ARE NOT  
9 OPERATING A HOSPITAL AT KING AT THE SAME LEVEL AS WE ARE  
10 OPERATING OUR OTHER FOUR HOSPITALS. THIS IS A PROBLEM. AND THE  
11 PEOPLE WHO ARE SERVED IN THAT COMMUNITY BY THIS HOSPITAL  
12 DESERVE STANDARD CARE, NOT SUBSTANDARD CARE, DESERVE THE SAME  
13 QUALITY OF CARE THAT EVERYBODY ELSE GETS. I KNOW YOU FEEL THE  
14 SAME WAY. THE OPTIMISM THAT I ACCUSED YOU OF HAVING YESTERDAY  
15 IS NOT BORNE OUT BY THE INDEPENDENT FACTS. AND, LIKE  
16 SUPERVISOR MOLINA, I THINK SHE SAID IT WELL, I WANT TO BE  
17 REASSURED AND I HAVE BEEN ANYTHING BUT IN THE LAST FEW WEEKS.  
18 NOW, INTERESTING ENOUGH, MY TIME'S GOING TO BE UP, BUT FOR THE  
19 RODRIGUEZ CASE AND THE PONCE CASE, WE WOULDN'T BE HAVING THIS  
20 DISCUSSION RIGHT NOW BECAUSE ALL OF THE INFORMATION THAT WAS  
21 COMING OUR WAY WAS EVERYTHING IS MOVING, PROGRESS, PROGNOSIS  
22 WAS GOOD. THE MORE TIME WE HAVE, THE BETTER WE'RE GOING TO DO,  
23 STOOD TO REASON AND-- AS WE WERE APPROACHING THE FATEFUL JULY  
24 DATE. AND THEN THE PONCE AND MRS. RODRIGUEZ CASE HAPPENED AND  
25 IT BLEW THE LID, THE INFORMATIONAL LID, OFF OF WHAT'S REALLY



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1 GOING ON. AND IT DID NOT COMPORT WITH WHAT WE WERE BEING TOLD.  
2 MAYBE WHAT YOU WERE BEING TOLD, I DON'T KNOW, AND INFORMATION  
3 IS VERY IMPORTANT. QUALITY INFORMATION IS VERY IMPORTANT FOR  
4 US TO MAKE QUALITY DECISIONS. GARBAGE IN, GARBAGE OUT. GOOD  
5 QUALITY INFORMATION IN WILL MAKE GOOD QUALITY DECISIONS GOING  
6 FORWARD. WE NEED TO BE THOROUGHLY INFORMED. SUPERVISOR  
7 ANTONOVICH?

8

9 **SUP. ANTONOVICH:** THE PROBLEM THAT WE'VE HAD, WE SPENT \$18  
10 MILLION FOR NAVIGANT, DO WE GET A REFUND? WE'VE BEEN LED AND  
11 TOLD THAT WE'RE ON THE ROAD TO RECOVERY. NOW WE FIND OUT IT  
12 WAS A CUL-DE-SAC. WE WERE TOLD THAT WE WERE GETTING RID OF THE  
13 INCOMPETENCE AND WE HAD 250 SOME PEOPLE FIRED OR HAD RESIGNED.  
14 NOW WE FIND OUT PERHAPS THAT'S ONLY A DROP IN THE BUCKET. AND  
15 THE CONTINUED PROBLEMS THAT OCCUR, IT SEEMS AS IF WE DON'T  
16 NEED TO WAIT FOR C.M.S. TO TELL US THAT WE HAVE A PROBLEM. WE  
17 HAVE A PROBLEM AND WE NEED TO ADDRESS THAT PROBLEM. AND MOVING  
18 FORWARD IN A PUBLIC/PRIVATE PARTNERSHIP WITH ANOTHER HEALTH  
19 FACILITY COULD BRING QUALITY OF CARE AT A QUICKER RATE, A  
20 QUICKER PACE THAN THE STATUS QUO HAS BEEN ABLE TO DELIVER. AND  
21 WHILE WE FIND THAT IT'S AN OPPORTUNITY FOR US TO IMPROVE OUR  
22 SERVICES, WHAT WE'RE TALKING ABOUT IS USING OUR PATIENTS AS  
23 GUINEA PIGS AS KIND OF A ON-THE-JOB TRAINING PATIENTS WHEN  
24 THEY REALLY NEED THE PERSONAL COMPETENT TRAINING OF THE  
25 INDIVIDUALS TREATING THEM TO GET BACK ON THE ROAD TO HEALTH.



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1 AND ONE QUESTION IS, WHY IS THE CHIEF NURSING OFFICER NOT HERE  
2 TODAY TO ALSO DISCUSS THIS ISSUE

3

4 **DR. BRUCE CHERNOF:** GIVEN, SUPERVISOR, THE AMOUNT OF WORK  
5 THAT'S GOING ON AT THE HOSPITAL RIGHT NOW, BOTH HOSPITALS, AND  
6 GIVEN THAT BOTH MIGUEL AND SHARON ARE IN A POSITION TO ANSWER  
7 THE QUESTIONS OF YOUR BOARD, I BROUGHT THEM FORWARD WITH THAT  
8 IN MIND SO THAT THE FOLKS WHO WERE DOING THE WORK CAN CONTINUE  
9 TO DO THE WORK TO PREPARE FOR SURVEY.

10

11 **SUP. ANTONOVICH:** THE TWO CASES THAT CAME TO ATTENTION  
12 BASICALLY WERE A RESULT OF MEDIA. AND I DON'T KNOW IF WE  
13 RELEASED THE TAPE YET OF THE MS. RODRIGUEZ CASE, WHICH YOU  
14 OUGHT TO RELEASE BECAUSE IT'S GOING TO BE INFORMATION AND  
15 EVERYBODY KNOWS WHAT TOOK PLACE THERE AND THAT SHOULD BE FOR  
16 PUBLIC INFORMATION. BUT THESE ISOLATED INSTANCES HAVE BECOME  
17 THE NORM AND WE OUGHT TO BE STRIVING FOR THE HIGH QUALITY CARE  
18 THAT WE DO AT HARBOR, WE DO AT U.S.C. MEDICAL CENTER, AT  
19 RANCHO, HIGH DESERT, OLIVE VIEW. AND NOT ACCEPT MEDIOCRITY AS  
20 THE NORM. I MEAN, WE'RE DEALING WITH LIFE AND DEATH ISSUES.  
21 AND, SADLY TO SAY, MANY TIMES, WE FACE THE DEATH ISSUE AS A  
22 RESULT OF INCOMPETENCE. AND FOR THE BOARD TO MAKE DECISIONS,  
23 WE SHOULD BE ABLE TO HAVE THE INFORMATION IN A TIMELY MANNER  
24 TO TAKE ACTION AND, AGAIN, NAVIGANT, WHAT WERE THEY ABLE TO  
25 ACHIEVE? WHAT DID THEY ACHIEVE FOR THAT \$18 MILLION INVESTMENT



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1 AS TO OUR CORRECTIVE PLAN OF ACTION, DR. CHERNOF? AND WASN'T  
2 UNDER YOUR WATCH, I'M NOT...

3

4 **DR. BRUCE CHERNOF:** NO, I UNDERSTAND, SUPERVISOR. YOU KNOW,  
5 FIRST, LET ME SAY-- TO YOUR QUESTION, SUPERVISOR, I THINK THAT  
6 NAVIGANT TOOK US ANOTHER STEP DOWN A PATH OF IDENTIFYING  
7 PROBLEMS THAT HAVE BEEN ENDEMIC IN THIS SPECIFIC HOSPITAL FOR  
8 AT LEAST A DECADE IF NOT A COUPLE. AND THEY WERE SUCCESSFUL IN  
9 SOME AREAS, NOT SUCCESSFUL IN OTHERS. I'M NOT GOING TO SIT  
10 HERE TODAY AND TELL YOU THAT I THINK THEY MET ALL THEIR GOALS  
11 BECAUSE I DON'T THINK THEY DID. THE MOST IMPORTANT GOAL WAS TO  
12 DELIVER A HOSPITAL-- THE SAME PATH THAT WE'RE ALL ON, THE  
13 REASON WHY THERE ARE FOUR FOLKS SITTING IN FRONT OF YOU TODAY  
14 IS WE ALL AGREE WITH HOW TROUBLED YOU ALL ARE AND NOBODY IS  
15 MORE TROUBLED THAN I AM. NOBODY. BUT THE ALTERNATIVES ARE NOT  
16 GREAT FOR THE COMMUNITY, FOR THE SYSTEM AS A WHOLE. AND WE DO  
17 SEE AN OPPORTUNITY-- AND THE STAFFS THAT WE REPRESENT DO SEE  
18 AN OPPORTUNITY TO TRY AND TURN THIS HOSPITAL AROUND. I DON'T  
19 BELIEVE THE SPECIFIC INCIDENTS THAT YOU'RE REFERENCING ARE THE  
20 NORM. THERE ARE MANY MORE OF THEM THAN THERE SHOULD BE,  
21 CLEARLY. AND, TO THE 17 CASES, I'D MAKE THE OBSERVATION THAT 7  
22 OF THEM INVOLVE PHYSICIAN'S ASSISTANTS. I MAKE NO EXCUSES FOR  
23 THAT. IT IS NOT APPROPRIATE THAT PHYSICIAN'S ASSISTANTS, THE  
24 SUPERVISION OF PHYSICIAN'S ASSISTANTS DID NOT MAKE ITSELF  
25 COMPLETELY THROUGH THE MEDICAL STAFF PROCESS THE WAY IT SHOULD



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1 HAVE. AND THE METROCARE LEADERSHIP AND MYSELF TOOK A  
2 DEFINITIVE ACTION WHEN IT BECAME CLEAR THAT THAT WAS A  
3 FUNDAMENTAL PROBLEM. AND YOU KNOW WHAT? IT SHOULDN'T HAVE  
4 WAITED UNTIL THE SURVEY BUT THAT'S WHAT IDENTIFIED IT. AND THE  
5 ACTION WAS TAKEN TO ADDRESS THAT ISSUE. AND SO I THINK, YOU  
6 KNOW, AGAIN, WE'RE JUST AS TROUBLED AS YOU ARE BUT WE ACTUALLY  
7 SEE THIS AS AN OPPORTUNITY TO MOVE FORWARD AND TO TRY TO BUILD  
8 ON WHAT'S BEEN DONE BEFORE US. SO, GIVEN NAVIGANT'S  
9 IMPROVEMENT IN PLACES BUT FAILURE IN OTHERS TO TAKE THAT BODY  
10 OF WORK AND TO TRY TO GIVE A HOSPITAL TO THIS COMMUNITY TO  
11 YOUR BOARD AND TO THE RESIDENTS OF LOS ANGELES COUNTY THAT  
12 PASSES.

13

14 **SUP. ANTONOVICH:** THE OPPORTUNITY...

15

16 **ANTOINETTE SMITH-EPPS:** MAY I? SUPERVISOR, MAY I ADD ONE THING?  
17 I JUST WANT TO BE REALLY CLEAR. EVERYONE KEEPS MAKING AN  
18 ASSERTION THAT, HAD IT NOT BEEN FOR MEDIA ATTENTION, THESE  
19 CASES WOULD NOT HAVE COME OUT. THAT'S NOT TRUE. WE REPORTED  
20 THE RODRIGUEZ CASE OURSELVES THE DAY IT OCCURRED, THE DAY WE  
21 FOUND OUT ABOUT IT, WHICH WAS THE DAY SHE PASSED. AND WE ARE  
22 VERY INTROSPECTIVE ABOUT THESE THINGS THAT HAPPEN AT KING.  
23 AND, AS A MATTER OF FACT, NOT JUST THINGS THAT HAPPEN AT KING  
24 BUT THINGS WE READ ABOUT IN THE MEDIA, THINGS THAT WE SEE IN  
25 VARIOUS NOTICES FROM THE JOINT COMMISSION AND C.M.S. AND



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1 OTHERS THAT PUT US ON AN ALERT TO POSSIBLE CARE PROBLEMS IN  
2 THE PROCESSES THAT WE USE AS HEALTHCARE PROFESSIONALS EVERY  
3 DAY. AND SO THIS IS NOT, YOU KNOW, CERTAINLY A LOT OF  
4 ATTENTION, MEDIA ATTENTION HAS BEEN FOCUSED ON THIS CASE BUT  
5 WE LOOK AT THESE CASES ON AN ONGOING BASIS AND WE TAKE THEM  
6 VERY SERIOUSLY. AND I JUST, YOU KNOW, WANT TO SAY THAT BECAUSE  
7 I BELIEVE THAT EVERYONE NEEDS TO UNDERSTAND THAT.

8

9 **SUP. ANTONOVICH:** WHEN WE HAD THE FIRST INVOLVEMENT WITH  
10 C.M.S., WE THEN ADDRESSED IT AS A SERIOUS PROBLEM AND WE WERE  
11 GOING TO DO EVERYTHING AND ANYTHING FROM CONTRACTING OUT TO  
12 REFORMING THE OPERATION WITHIN THE FACILITY. WE SAW THAT AS  
13 THE OPPORTUNITY. NOW, HOW MANY MORE OPPORTUNITIES DO WE NEED  
14 TO STRAIGHTEN IT OUT? I BELIEVE THE GUILLOTINE'S GOING TO FALL  
15 IN 11 DAYS. THAT'S, WHAT, THE 30TH? IS THAT, WHAT, A SATURDAY?

16

17 **DR. BRUCE CHERNOF:** THERE IS A 23-DAY WINDOW, SUPERVISOR, YOU  
18 ARE CORRECT, ON THE CORRECTIVE ACTION PLAN THAT WE'RE  
19 DISCUSSING TODAY.

20

21 **SUP. ANTONOVICH:** OKAY. SO WHAT IS THE FASTEST TURNAROUND, IF  
22 YOU BROUGHT IN A NEW MEDICAL UNIT, I'M TALKING ABOUT  
23 PRIVATIZING IT, CONTRACTING, FROM ANOTHER MEDICAL FACILITY OR  
24 A NEW MEDICAL GROUP THAT WANTED TO GO IN; AND I KNOW WE HAD  
25 SOME INTEREST THE FIRST TIME THAT THIS WENT, THERE WERE SOME



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1 MEDICAL GROUPS THAT WANTED TO COME IN AND OPERATE THAT  
2 FACILITY, WHAT IS THE FASTEST TURNAROUND THAT IT WOULD TAKE TO  
3 DO THAT?

4

5 **DR. BRUCE CHERNOF:** SUPERVISOR, IT WOULD DEPEND ON THE MODEL  
6 USED BUT, IN SIMPLE TERMS, MONTHS.

7

8 **SUP. ANTONOVICH:** IT WOULD TAKE MONTHS. LESS THAN A YEAR BUT  
9 MONTHS?

10

11 **DR. BRUCE CHERNOF:** COULD BE A YEAR. MONTHS TO A YEAR.

12

13 **SUP. ANTONOVICH:** AND WHAT IS THE TIMEFRAME IF YOU HAD A  
14 COMPREHENSIVE HEALTH CENTER IN PLACE DURING THAT TIMEFRAME SO  
15 THAT THERE WOULD BE SOME TYPE OF MEDICAL OPPORTUNITY BUT NOT  
16 THE CRITICAL MEDICAL CARE THAT'S CURRENTLY BEING PROVIDED?

17

18 **DR. BRUCE CHERNOF:** WELL, SUPERVISOR, THE SITE CURRENTLY  
19 DELIVERS, AND MS. SMITH-EPPS CAN SPEAK TO IT MUCH BETTER THAN  
20 I BECAUSE SHE RUNS THE FACILITY, A VERY BROAD AND  
21 COMPREHENSIVE SET OF OUTPATIENT SERVICES AND RUNS AN URGENT  
22 CARE AS WELL THAT SEES UNSCHEDULED PATIENTS. AND THOSE  
23 SERVICES COULD CONTINUE, COULD POTENTIALLY BE GROWN LARGER IF  
24 NECESSARY. BUT THERE WILL BE CRITICAL SERVICES THAT COULD NOT  
25 BE REPLACED IN THAT SCENARIO. THERE IS NO GOOD SOLUTION FOR



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1 EMERGENCY ROOM SERVICES IN THE SOUTH LOS ANGELES COMMUNITY AND  
2 IN LOS ANGELES COUNTY, AS YOUR BOARD WELL KNOWS, BECAUSE YOU  
3 HAVE DONE EXTRAORDINARY THINGS TO HELP STABILIZE AND WORK WITH  
4 THE EMERGENCY ROOM AND TRAUMA NETWORK. THEY ARE FRAGILE AND  
5 THEY WOULD BE IMPACTED BY ANY CHANGE.

6

7 **SUP. ANTONOVICH:** IF YOU WERE TO GIVE THE SAME COMPETENCY TEST  
8 TODAY, WOULD YOU STILL HAVE A 60 PERCENT FAILURE? WHAT WOULD  
9 THE FAILURE RATE BE TODAY?

10

11 **ANTOINETTE SMITH-EPPS:** I WOULD GUESS IT WOULD BE MORE IN--  
12 SINCE PEOPLE NOW HAVE RECEIVED EDUCATION PACKETS, THEY'VE GONE  
13 THROUGH THE PROCESS, SOME OF THE APPREHENSION AROUND THE  
14 PROCESS HAS FALLEN AWAY, I WOULD GUESS IN THE 80 TO 90 PERCENT  
15 WOULD PROBABLY PASS. WE WOULD STILL HAVE INDIVIDUALS WHO NEED  
16 WORK AND NEED HELP TO EITHER DEMONSTRATE THEIR COMPETENCIES OR  
17 WE'D HAVE TO INTRODUCE THEM INTO THE PERFORMANCE MANAGEMENT  
18 PROCESS. SINCE YOU ASKED THE QUESTION, I THINK I NEED TO POINT  
19 OUT THAT ONE OF THE THINGS THAT, HAVING COME IN OVER THE LAST  
20 20 MONTHS AND WORKING WITH KING, GIVEN THE LEVEL OF DIFFICULTY  
21 WITH STAFF THAT HAS HISTORICALLY BEEN AT THE FACILITY AND THE  
22 MANY, MANY, MANY DISCIPLINARY ACTIONS THAT HAVE BEEN TAKEN, IT  
23 IS NOT SURPRISING TO ME THAT WE STILL HAVE, AND CONTINUE TO  
24 FACE, CHALLENGES. I BELIEVE THAT WE WILL ALWAYS FACE SOME  
25 CHALLENGES AROUND SOME STAFF PERFORMANCE AND OUR ABILITY TO



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1 QUICKLY REMOVE THOSE STAFF AND MOVE THEM THROUGH A PROCESS TO  
2 DISMISSAL WHEN THEY CANNOT CORRECT THEIR BEHAVIOR. I SEE THAT  
3 PROCESS AS AN ONGOING PROCESS. IT'S SOMETHING WE'RE GOING TO  
4 HAVE TO DEAL WITH. IT'S SOMETHING WE'RE GOING TO HAVE TO  
5 COUNSEL AND COACH STAFF ON HOW TO MANAGE THAT PROCESS AND HOW  
6 TO MAKE SURE THAT INDIVIDUALS DO HAVE THE REQUISITE  
7 COMPETENCIES AND HAVE AN OPPORTUNITY, IF THOSE COMPETENCIES  
8 ARE LACKING, TO EITHER DEVELOP THEM OR, AS I SAID EARLIER,  
9 THAT WE HAVE TO USE THE DISCIPLINARY PROCESS TO MOVE THEM OUT.  
10 THAT'S A TRIGGER THAT IS NOT ALWAYS PULLED AS QUICKLY AS IT  
11 SHOULD BE AND WE ARE COUNSELING STAFF AND COACHING STAFF TO  
12 TEACH THEM HOW TO DO THAT PROPERLY.

13

14 **SUP. ANTONOVICH:** THE PROBLEM IS THAT HAVING ON STAFF PEOPLE  
15 WHO HAVE THOSE DEFICIENCIES ARE DOING A ONE TO ONE ON PATIENTS  
16 WHO ARE REQUIRING STAFF WITH COMPETENCY TO HELP THEM WITH  
17 THEIR AILMENT AND IT'S NOT LIKE A CLASSROOM SETTING IN DEALING  
18 WITH THEORY. YOU'RE DEALING IN THE REAL WORLD. AND WHEN WE  
19 WERE TOLD, AND I USE THIS IN A LOT OF MY COMMUNITY TALKS ON  
20 THE ISSUE, THAT WE HAD 257, ET CETERA WHO WERE REMOVED AND 65  
21 DOCTORS OR SO THAT WERE REMOVED, WE THOUGHT WE WERE TALKING  
22 ABOUT GETTING RID OF THOSE WHO WERE FAILURES. NOW WE FIND OUT  
23 WE HAD, YOU KNOW, LIKE, A GRADE INFLATION AND PEOPLE WERE  
24 BEING PASSED WHO DIDN'T HAVE THE COMPETENCY THAT WE WERE  
25 EXPECTING AT CEDAR'S, ST. JOSEPH'S, U.S.C. MEDICAL CENTER,



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1 OLIVE VIEW. WE WERE DOING A SUBSTANDARD AND TELLING THE  
2 PUBLIC, "DON'T WORRY. GO THERE. ALL IS WELL. YOU GOT A  
3 COMPETENT STAFF." AND WE WERE MISLEADING THE PUBLIC. AND OUR  
4 EFFORTS TO REFORM THE FACILITY, WE WERE BEING MISLED BECAUSE  
5 WE THOUGHT WE WERE ON THAT PATH.

6

7 **ANTOINETTE SMITH-EPPS:** I BELIEVE THAT WE ARE ON THAT PATH. IT  
8 IS A PATH, THOUGH.

9

10 **SUP. ANTONOVICH:** A LOT OF POTHOLES.

11

12 **ANTOINETTE SMITH-EPPS:** CERTAINLY, THERE ARE POTHOLES. LIFE'S  
13 SOMETIMES MESSY. IT ISN'T-- I WISH THAT I COULD TELL YOU, "IF  
14 YOU DO THIS ONE THING OR IF YOU DO THESE 12 THINGS, IT IS  
15 GOING TO BE PERFECT." BUT I CAN'T TELL YOU THAT AND HAVE ANY  
16 CREDIBILITY WITH GIVING YOU THAT ANSWER. SO I TRY TO TELL YOU  
17 WHAT I BELIEVE WILL HAPPEN IF WE TAKE CERTAIN STEPS AND  
18 CERTAIN ACTIONS. I DO BELIEVE THAT, IF WE CONTINUE TO  
19 DEMONSTRATE AND UPHOLD THE STANDARDS THAT WE HAVE SET, THAT WE  
20 WILL GET TO THE PLACE THAT YOU WANT US TO BE. ARE WE THERE  
21 NOW? NO, WE ARE NOT. WE CONTINUE TO STRIVE TO MAKE THESE  
22 IMPROVEMENTS AND TO SET THESE GOALS AND MAKE A NEW STANDARD OF  
23 COMPETENCY, OF BEHAVIOR, OF EXPECTATION AT M.L.K.

24



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1 **SUP. ANTONOVICH:** BUT, IN 11 DAYS, IF C.M.S. SAYS THUMBS DOWN,  
2 THAT'S IT. WE DON'T HAVE THE ABILITY TO KEEP YOU OPERATING AS  
3 YOU WERE. I MEAN, IT'S A CLOSURE.

4

5 **ANTOINETTE SMITH-EPPS:** THAT IS CORRECT.

6

7 **SUP. ANTONOVICH:** IT'S A CLOSURE. SO THAT 11-DAY OPPORTUNITY  
8 TIME WHICH YOU CALL OPPORTUNITY VERY LIKELY IT'S GOING TO END  
9 UP IN A REALITY CHECK THAT WE DO HAVE TO DO A PUBLIC/PRIVATE  
10 PARTNERSHIP AND WE'RE GOING TO HAVE TO DO IT QUICKLY.

11

12 **ANTOINETTE SMITH-EPPS:** IF THAT HAPPENS, WE WILL HAVE TO TAKE  
13 OTHER STEPS, YES, SIR.

14

15 **SUP. ANTONOVICH:** AND THAT'S WHY, YOU KNOW, I'VE ALWAYS ASKED  
16 THE DEPARTMENT TO BE ON A DUAL TRACK SO THAT, WHEN THAT  
17 HAPPENS, YOU'RE NOT GOING TO START FROM SCRATCH ON JUNE 30TH.  
18 AND, AGAIN, JUNE 30TH AND WHAT'S THE WEEK AFTER? YOU START  
19 JULY 4TH, HOLIDAYS AND ALL THIS STUFF THEN YOU'RE LOOKING AT  
20 MID-JULY YOU'RE GETTING ON TRACK. ALREADY BEING ON TRACK SO  
21 THAT THE QUICKER WE CAN RESOLVE IT, THE BETTER IT IS TO THE  
22 OUTCOME. DR. CHERNOF, THE DEPARTMENT STATED THAT, SINCE THE  
23 REDUCTION TO A 48-BED HOSPITAL IN MARCH, MANY OF THE  
24 MANAGEMENT ISSUES HAD BEEN RESOLVED. WHY DOES C.M.S. STILL  
25 REPORT MAJOR ISSUES IN THE E.R. AS RECENT AS MAY?



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1

2 **DR. BRUCE CHERNOF:** WELL, AGAIN, WORKING OFF OF WHAT MISS  
3 SMITH-EPPS COMMENTS TO YOU, IT IS NOT-- THIS IS NOT A SIMPLE  
4 PATH TO BE ON AND THE SIMPLER FOOTPRINT HAS REMOVED MANY OF  
5 THE PROBLEMS THAT WE COULD SEE BUT IT'S ALSO PRESENTED SOME  
6 NEW PROBLEMS THAT EITHER WEREN'T VISIBLE UNTIL YOU TOOK THE  
7 BIGGER PROBLEMS AWAY, OR ARE STRAIGHTFORWARD A RESULT OF THE  
8 CHANGES WE'VE PUT IN PLACE. THIS IS A DIFFERENT OPERATING  
9 MODEL AND IT PRESENTED NEW SETS OF CHALLENGES BUT WE ARE  
10 COMMITTED TO TRYING TO WORK THROUGH THOSE CHALLENGES.

11

12 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY. TIME'S UP BUT WE'LL COME  
13 BACK TO YOU. SUPERVISOR KNABE AND THEN MS. BURKE.

14

15 **SUP. KNABE:** A LOT OF QUESTIONS HAVE ALREADY BEEN ASKED BUT ARE  
16 ALL THE E.R. DOCS, ARE THEY CONTRACT EMPLOYEES OR ARE THEY  
17 COUNTY EMPLOYEES?

18

19 **DR. BRUCE CHERNOF:** SUPERVISOR, THEY ARE ALL CONTRACT.

20

21 **SUP. KNABE:** YOU KNOW, I GUESS THE SPIRIT OF OPTIMISM HAS BEEN  
22 AROUND HERE. WE'RE TRYING TO BE SUPPORTIVE AND TRYING TO DO  
23 ALL THE RIGHT THINGS TO ALLOW THIS BECAUSE, IF YOU LOOK AT  
24 THIS WHOLE ISSUE FROM 50,000 FEET, I MEAN, THE ONE THING, MY  
25 BIGGEST FEAR IS TO DUMP 47,000 E.R. VISITS ONTO A VERY FRAGILE



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1 SYSTEM. THAT KILLS ST. FRANCIS, A DOWNEY REGIONAL, I MEAN, IT  
2 JUST-- TO DISBURSE IT OUT OVER ALL THESE OTHER EMERGENCY  
3 ROOMS, IT WOULD BE, YOU KNOW, A TRAGEDY BECAUSE PART OF THIS  
4 IS NOT INSURED OR NONINSURED, YOU HEARD ME TELL A STORY WHERE  
5 I TOOK SOMEONE, A DEAR FRIEND, TO AN EMERGENCY ROOM OF A  
6 PRIVATE HOSPITAL HER SHE HAD ALL THE INSURANCE IN THE WORLD AT  
7 8:30 ON A TUESDAY NIGHT, SHE SAW A DOCTOR 3:30 WEDNESDAY  
8 MORNING. SO THAT'S NOT, YOU KNOW, THAT'S VERY COMMON IN THESE  
9 E.R.S. AND THEN TO TRY TO DROP 47,000. I JUST LOOK AT ALL THE  
10 REMEDIAL PLANS AND ALL THE PLANS TO SORT OF FIX THIS AND, AT  
11 THIS PARTICULAR POINT IN TIME, I GUESS WHAT I'M READING IS  
12 SOMETHING THAT I FELT THAT I SHOULD HAVE READ TWO YEARS AGO,  
13 THAT SOME OTHER REPAIRS TO THE SYSTEM OUT THERE ARE SO  
14 REMEDIAL, THE QUESTION WAS ASKED, YOU KNOW, YESTERDAY THAT YOU  
15 WERE SURPRISED AT THE-- OR THEY-- I GUESS THE HARBOR FOLKS  
16 WERE SURPRISED AT THE AMOUNT OF TRAINING THAT WAS GOING TO BE  
17 REQUIRED BY THE M.L.K. STAFF. I MEAN, CAN YOU EXPAND UPON  
18 THAT? I MEAN, YOU DID A PRETTY GOOD JOB THERE, MIGUEL, ON  
19 GOING THROUGH SOME OF YOUR ISSUES BUT WHAT ARE SOME OF THE  
20 OTHER ISSUES AS FAR AS TRAINING AT THAT PARTICULAR POINT IN  
21 TIME IN THIS TRANSITION, ANTOINETTE OR MIGUEL, EITHER ONE?  
22 BECAUSE WE ASKED YOU, DR. CHERNOF, AND YOU SAID THAT THE  
23 HARBOR FOLKS WERE SURPRISED AT THE AMOUNT OF TRAINING...  
24



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1 **DR. BRUCE CHERNOF:** LET ME START AND THEN I'LL TURN IT OVER TO  
2 EITHER MIGUEL OR ANTOINETTE TO RESPOND AS THEY SEE FIT. THIS  
3 KIND OF COMPETENCY TESTING WAS DONE FOR THE VERY FIRST TIME AT  
4 M.L.K. HARBOR. THIS IS A KIND OF COMPETENCY TESTING WHICH IS  
5 DONE AS PART OF THE STANDARD OPERATIONS AT HARBOR U.C.L.A.

6

7 **SUP. KNABE:** ANNUALLY?

8

9 **DR. BRUCE CHERNOF:** ANNUALLY, ON AN ONGOING BASIS AS PART OF  
10 PEOPLE'S EVALUATIONS. SO WE INTRODUCED SOMETHING TOTALLY NEW  
11 TO THE SYSTEM. MY COMMENT...

12

13 **SUP. KNABE:** WAIT, WAIT, WAIT, SO THERE WAS NO COMPETENCY  
14 TRAINING OR TESTING GOING ON ON AN ANNUAL BASIS?

15

16 **DR. BRUCE CHERNOF:** NO, THERE WAS COMPETENCY TESTING BUT THERE  
17 IS NO MODEL IN OUR SYSTEM AS ROBUST AS THE KINDS OF HANDS-ON  
18 TESTING THAT HARBOR WAS DOING AND I THINK, GIVEN MIGUEL'S  
19 COMMENTS ABOUT, WELL, YOU KNOW, 5 PERCENT OR WHATEVER THE  
20 NUMBER IS OF FOLKS WHO GENERALLY NEED SOME KIND OF  
21 REMEDIATION, THE NUMBER WAS HIGHER AT M.L.K. HARBOR. AND I  
22 THINK THAT THAT WAS-- YOU KNOW, MIGUEL, YOU COULD HOP IN HERE  
23 BUT I THINK THAT WAS A SURPRISE TO FOLKS.

24



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1 **SUP. KNABE:** BEFORE YOU JUMP IN, DR. CHERNOF. BEFORE HE JUMPS  
2 IN THERE AND THEN HE CAN ANSWER AND THEN MAYBE HE MIGHT WANT  
3 TO ANSWER THIS TOO, THEN.

4

5 **DR. BRUCE CHERNOF:** ANTOINETTE MAY WANT TO ANSWER.

6

7 **SUP. KNABE:** YOU SAID THERE'S NOTHING LIKE THAT GOING ON IN THE  
8 SYSTEM EXCEPT AT HARBOR U.C.L.A. ON A TRAINING AND THE  
9 COMPETENCY ON AN ANNUAL BASIS, WAS TRAINING AND THE TESTING  
10 GOING ON ON AN ANNUAL BASIS AT M.L.K., AT COUNTY U.S.C., AT  
11 OLIVE VIEW?

12

13 **DR. BRUCE CHERNOF:** WE HAVE THEM AT ALL OF OUR HOSPITALS BUT I  
14 THINK THAT THE HARBOR'S MODEL IS THE MOST ROBUST ONE WE HAVE  
15 THROUGHOUT OUR SYSTEM.

16

17 **SUP. KNABE:** SO WAS GOING ON ON AN ANNUAL BASIS AT M.L.K.?

18

19 **DR. BRUCE CHERNOF:** YES.

20

21 **SUP. KNABE:** TESTING AND TRAINING?

22

23 **ANTOINETTE SMITH-EPPS:** IT WAS GOING ON BUT NOT AS EXTENSIVE  
24 AND NOT AS HANDS-ON AS THIS PARTICULAR PROCESS.

25



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1 **SUP. KNABE:** LIKE WHEN YOU, I MEAN, YOU HAVE ONLY BEEN THERE A  
2 SHORT PERIOD OF TIME, BUT WHEN YOU ARRIVED, WAS THE TESTING  
3 AND TRAINING GOING ON PRIOR TO YOUR ARRIVAL?

4  
5 **ANTOINETTE SMITH-EPPS:** THERE WERE COMPETENCIES ASSESSED. THE  
6 PROCESS WAS DIFFERENT THAN THIS ASSESSMENT LABS. THEY USE A  
7 SKILLS LABS TO DO THE ASSESSMENTS AND THAT WAS A DIFFERENT  
8 PROCESS THAN WE HAD PREVIOUSLY USED AT KING. THE SKILLS LAB IS  
9 A HIGHLY RELIABLE WAY TO DEMONSTRATE COMPETENCY. IT'S A VERY  
10 LABOR INTENSIVE WAY TO DO IT BUT IT'S A VERY RELIABLE WAY. SO  
11 I WOULD SAY THAT IT'S A SUPERIOR WAY THAN THE PROCESS WE WERE  
12 USING PREVIOUSLY.

13

14 **SUP. KNABE:** AND WHILE THERE HAVE BEEN SOME SUCCESS STORIES, I  
15 MEAN, YOU KNOW, YOU WANT TO DEAL ON SOME OF THE POSITIVE  
16 THINGS AS WELL AND IT'S REALLY SAD THAT ONE OR TWO INDIVIDUALS  
17 CAN, WITH ALL THE HARD WORK THAT'S GOING ON OUT THERE, CAN  
18 REALLY TURN THAT THING UPSIDE DOWN BUT...

19

20 **ANTOINETTE SMITH-EPPS:** BUT THAT'S THE REALITY.

21

22 **SUP. KNABE:** ...I MEAN, YOU HOPE IT'S-- WELL, BUT, I MEAN, BUT  
23 M.L.K. CANNOT HAVE AN ERROR RIGHT NOW.

24



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1 **ANTOINETTE SMITH-EPPS:** YOU'RE ABSOLUTELY CORRECT. YOU'RE  
2 RIGHT.

3

4 **SUP. KNABE:** THEY GOT TO BE 100 PERCENT AND THE ONE THING YOU  
5 CAN CAN'T TRAIN FOR IS YOU CAN'T TRAIN FOR CARING. YOU CAN DO  
6 ALL THE COMPETENCY YOU WANT BUT, YOU KNOW, THERE'S CERTAIN  
7 CIRCUMSTANCES AND THAT'S WHERE, UNFORTUNATELY, YOU KNOW,  
8 PEOPLE CAN IMPACT THE LIFE OF A HOSPITAL BECAUSE OF A LACK OF  
9 CARING AND WHEN THERE'S SO MANY OTHER PEOPLE ARE CARING OUT  
10 THERE.

11

12 **ANTOINETTE SMITH-EPPS:** YOU'RE CORRECT.

13

14 **MIGUEL ORTIZ-MAROQUINN:** I WAS GOING TO COMMENT IN REGARD THE  
15 SURPRISE THAT WE HAD IN TERMS OF DETERMINING HOW MUCH TRAINING  
16 WAS REQUIRED. WHEN WE PREPARED THE INTERVIEW PROCESS ON THE  
17 QUESTIONNAIRES, ON THOSE THINGS, YOU KNOW, THESE  
18 QUESTIONNAIRES WERE REALLY DESIGNED TO US AS INDIVIDUALS'  
19 APTITUDE AND RESPONSES, YOU KNOW? AS YOU KNOW, ON THE  
20 INTERVIEW, ON THE PROCESS WHERE YOU ASK QUESTIONS, IT'S ALWAYS  
21 NOT THE 100 PERCENT FOOLPROOF. WE INTERVIEWED, PARTICULARLY IN  
22 THE NURSING SIDE, MANY OF THE NURSES WERE VERY COMPETENT AND  
23 PRESENTED THEMSELVES VERY WELL. AND IT WAS A PROCESS WHERE WE  
24 COMPLETED ALL THE INTERVIEWS, ALL THOSE THINGS WERE DONE, AND  
25 WE BEGAN TO SET THE COMPETENCY SKILL TESTING, IT WAS A



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1 SURPRISE TO US TO SEE THAT IT DID NOT TRANSLATE FROM THE  
2 PRESENTATION TO ACTUAL SKILL SET, YOU KNOW? THE ONE THING THAT  
3 WE COULD SURMISE TO SOME EXTENT WAS THAT, SPEAKING ABOUT PRIOR  
4 CONTRACTORS AND THOSE THINGS, WE'RE VERY ABLE IN TERMS OF  
5 TRAINING PEOPLE FROM THE PROCEDURAL PERSPECTIVE AND TO  
6 ARTICULATE AND TO PRESENT BUT THEY FAIL IN THE ACTUAL  
7 PRACTICAL ASPECT OF IT. WE CONTINUE TO DO THESE COMPETENCY  
8 TESTINGS IN ASSESSING BASICALLY WHAT WE MAY CALL A GAP  
9 ANALYSIS AS TO WHERE ARE WE IN TERMS OF COMPETENCY? UNTIL THAT  
10 IS ALL COMPLETED, YOU KNOW, YOU HAVE THE INTERVIEW PROCESS,  
11 YOU HAVE THE COMPETENCY, ACTUAL SKILL TESTING, TO REALLY HAVE  
12 A COMPLETE PICTURE OF WHERE THE INDIVIDUAL IS, AND, UNTIL YOU  
13 DO THAT, YOU CANNOT MOVE AHEAD TO ARTICULATE AN EFFECTIVE PLAN  
14 OF CORRECTION IN TERMS OF TRAINING BECAUSE YOU NEED TO KNOW  
15 WHAT TYPE OF TRAINING NEEDS TO BE PROVIDED.

16

17 **SUP. KNABE:** ONE FINAL QUESTION. A LOT OF THE OTHER QUESTIONS  
18 HAVE BEEN ASKED ALREADY. BUT IN THE REDUCTION OF THE SEPTEMBER  
19 2006 EMPLOYEE COUNT OF A LITTLE OVER 2,400 EMPLOYEES DOWN TO  
20 THE CURRENT, I THINK, ABOUT 1,582 IF YOUR NUMBERS ARE CORRECT,  
21 WE ALSO HAD A REDUCTION IN 200 PLUS BEDS DOWN TO 48. 1,582 FOR  
22 48 BEDS SOUNDS LIKE A LOT.

23

24 **ANTOINETTE SMITH-EPPS:** THE MODEL WE CURRENTLY ARE OPERATING  
25 UNDER ANTICIPATED THAT WE WOULD BE-- RETAIN STAFF. AND WE



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1 STAFFED MANY AREAS FOR THE 120-BED COMPLEMENT THAT'S  
2 ANTICIPATED LATER ON. BECAUSE WE KNOW, FOR MANY OF THE  
3 DISCIPLINES, HAD WE LET THOSE INDIVIDUALS GO, WE MIGHT NOT BE  
4 ABLE TO RECRUIT THEM WHEN IT WAS TIME TO TRY TO STAFF BACK UP.  
5 SO THE IDEA IS THAT WE, IN MANY AREAS, WOULD HAVE THE  
6 COMPLEMENT OF STAFF THAT WOULD BE REQUIRED FOR 120 BEDS. WE  
7 DID FALL SHORT OF OUR RECRUITMENT AND RETENTION GOALS. RATHER,  
8 WE WERE RETAINING INDIVIDUALS OR RECRUITING NEW ONES IN IN  
9 MANY OF OUR NURSING AREAS. SO WE HAVE A SIGNIFICANT  
10 RECRUITMENT.

11

12 **SUP. KNABE:** THAT WOULD BE ON TOP OF THE 1,582?

13

14 **ANTOINETTE SMITH-EPPS:** YES. IT WOULD BE ON TOP OF THE 1,582  
15 INDIVIDUAL EMPLOYEES. WE HAVE A DIFFERENT F.T.E. COUNT BUT I  
16 WON'T GET INTO THAT BECAUSE YOU ALL DON'T LIKE ME TO TALK  
17 ABOUT F.T.E.S.

18

19 **DR. BRUCE CHERNOF:** AND I THINK THE OTHER KEY THING TO SAY  
20 HERE, AND YOU CAN HELP ME, ANTOINETTE, IS THAT THOSE F.T.E.S  
21 ARE COVERING BOTH THE INPATIENT FOOTPRINT BUT ALL THE  
22 OUTPATIENT SERVICES AS WELL, SUPERVISOR KNABE. SO IT'S NOT  
23 JUST FOR THE HOSPITAL.

24



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1 **SUP. KNABE:** I GUESS, YOU KNOW, WE TRY TO BE SUPPORTIVE AND  
2 IT'S REALLY TESTING EVERYONE'S PATIENCE AND ABILITY. YOU KNOW,  
3 WITH ALL THE TRAINING, ALL THE ACTIONS TAKEN, ALL THE DOLLARS  
4 POURED IN, HOW DO THESE THINGS HAPPEN? AND IT JUST FEELS LIKE  
5 WE'RE BEING TOLD THERE'S REDUNDANCY BEING BUILT INTO THE  
6 SYSTEM TO PROTECT AGAINST THESE KIND OF THINGS AND THEN ONE OR  
7 TWO FOLKS, YOU KNOW, I MEAN, AND THE ONLY WAY I CAN LOOK AT IT  
8 AS A NON-DOCTOR AND HAVING VISITED E.R. ROOMS OVER A PERIOD OF  
9 TIME IS THERE'S NONCARING OF SOME FEW PEOPLE WHEN EVERYBODY  
10 ELSE IS TRYING TO TURN THAT FACILITY AROUND. AND IT'S VERY  
11 UNFORTUNATE THAT YOU CAN'T TRAIN FOR CARING.

12

13 **SUP. YAROSLAVSKY, CHAIRMAN:** SUPERVISOR BURKE?

14

15 **SUP. BURKE:** THANK YOU VERY MUCH. I DON'T THINK THERE'S ANY  
16 QUESTION BUT THAT WE'VE GOTTEN A POINT THAT THE HOSPITAL HAS  
17 PROBLEMS AND IT'S HAD PROBLEMS AND THAT GOING THROUGH ALL OF  
18 THE THINGS THAT HAVE HAPPENED, THAT THEY ARE SEVERE. ONE OF  
19 THE THINGS THAT-- GOING BACK TO NAVIGANT WHERE WE DID PAY THEM  
20 CONSIDERABLE FUNDS, \$18 MILLION, AND I'M A LITTLE SURPRISED  
21 THAT SOME OF THE PROCEDURES WERE NOT INSTITUTED AT THAT TIME,  
22 THAT I OBSERVED WHEN I READ THE SAME THING THAT SUPERVISOR  
23 YAROSLAVSKY READ, THE 17 CASES OUT OF 60 THAT WERE PULLED,  
24 OVER A PERIOD FROM FEBRUARY TO JUNE, THESE CASES EXTENDED OVER  
25 THAT PERIOD OF TIME THOSE 17, AND THEY TALKED ABOUT NO FOLLOW



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1 THROUGH, SURPRISINGLY, BY DOCTORS, NO FOLLOW THROUGH. THERE  
2 WERE PROCEDURES THAT WERE ORDERED THAT DID NOT HAPPEN. OR  
3 THERE WAS NOT A PROCESS WHERE THE PATIENT WAS ASSURED THAT  
4 THERE WOULD BE PASSING ON TO ANOTHER DOCTOR OR THEIR TRANSFER  
5 WOULD NOT GO THROUGH OR THERE WOULD NOT BE COMMUNICATION  
6 BETWEEN THE NEUROLOGIST THAT WAS NECESSARY AT THE HOSPITAL  
7 WHERE THE PATIENT WAS TRANSFERRED TO IN ORDER TO ASSURE THAT  
8 THE CARE WAS CARRIED OUT. AND, IF YOU GO THROUGH EACH ONE OF  
9 THOSE CASES, AGAIN AND AGAIN, THAT'S THE ISSUE. THAT THERE ARE  
10 THINGS THAT FALL THROUGH THE CRACKS. AND I THINK THOSE KIND OF  
11 PROCESSES AND PROCEDURES SHOULD BE ABLE TO BE IMPLEMENTED.  
12 SEE, THE DIFFERENCE WITH ME, MY APPROACH AND THE APPROACH OF  
13 EVERYONE, IT'S ALL GONE, IT'S TERRIBLE, IT'S OVER IS THAT I  
14 NEVER TAKE THAT ATTITUDE ABOUT VERY MANY THINGS. MY APPROACH  
15 GENERALLY IS THAT MOST THINGS CAN BE FIXED IF YOU HAVE THE  
16 RESOURCES, IF YOU HAVE THE DESIRE TO FIX IT AND YOU HAVE  
17 PEOPLE WHO ARE WILLING TO AT LEAST ACCEPT THE FACT THAT  
18 THEY'VE GOT TO CHANGE. NOW, IN MY EXPERIENCE, IN OBSERVING  
19 KING, THAT THIRD FACTOR HAS NOT ALWAYS BEEN THERE. THAT THERE  
20 IS, LIKE, A RESENTMENT TO CHANGE AND REACTION TO CHANGE. BUT,  
21 AT THIS POINT, WE HAVE TO BRING PEOPLE IN THERE WHO UNDERSTAND  
22 THAT YOU HAVE TO HAVE THE PROCESS AND THE PROCEDURES TO ASSURE  
23 PATIENT QUALITY. AND MY QUESTION TO YOU IS, FOR INSTANCE,  
24 THERE'S NO DIRECTOR OF PHARMACY, IS THERE?

25



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1 **ANTOINETTE SMITH-EPPS:** WE HAVE AN INTERIM DIRECTOR OF  
2 PHARMACY.

3

4 **SUP. BURKE:** YOU HAVE AN INTERIM BUT YOU NEED SOMEONE WHO'S  
5 REALLY IN CHARGE OF PHARMACY. WHAT ARE THE PROSPECTS OF  
6 GETTING SOMEONE TO TAKE SOME OF THESE KEY POSITIONS? WHAT ARE  
7 THE PROSPECTS OF BRINGING IN SOME PEOPLE IN THAT EMERGENCY  
8 ROOM THAT WILL MAKE SURE EVERYTHING IS FOLLOWED THROUGH?  
9 BECAUSE, LET ME TELL YOU THIS, I THOUGHT THERE WERE GOING TO  
10 BE NEW PEOPLE COMING IN AND, WHEN YOU BROUGHT NEW PEOPLE IN,  
11 THEY WOULD BE PEOPLE WHO WERE TRAINED AND ACCUSTOMED TO  
12 FOLLOWING CERTAIN KIND OF PROCEDURES THAT ARE ACCEPTED AS  
13 STANDARD IN TERMS OF MEDICAL CARE. APPARENTLY, THERE HAVE NOT  
14 BEEN A LOT OF NEW FACES. THERE HAVE NOT BEEN A LOT OF PEOPLE  
15 THAT CAME IN WHO HAD THE EXPERTISE TO BE ABLE TO DIRECT SOME  
16 OF THOSE PEOPLE WHO HAVE BEEN THERE 10, 15 YEARS AND WHO HAVE  
17 GOTTEN METHODS IN THEIR MIND THAT THEY DON'T FOLLOW.

18

19 **ANTOINETTE SMITH-EPPS:** OF THE 1,500 EMPLOYEES THAT WE HAVE,  
20 160 OF THEM ARE NEW, ROUGHLY 10 PERCENT ARE BRAND NEW TO US.

21

22 **SUP. BURKE:** AND, OF THOSE 160, A LOT OF THEM ARE IN  
23 TECHNOLOGY. THEY'RE NOT SO MUCH-- I DIDN'T NOTICE SO MANY OF  
24 THEM WERE IN THE HIGH LEVEL NURSES AND DOCTORS. WE KNOW WE  
25 HAVE ALL NEW DOCTORS IN THE EMERGENCY ROOM WHO ARE CONTRACT



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1 DOCTORS. AND THAT CONTRACT WAS GOING ON DURING THIS FEBRUARY  
2 PERIOD THAT WE'RE TALKING ABOUT WHERE ALL OF THESE ISSUES CAME  
3 UP. SO I NEED TO REALLY KNOW, YOU KNOW, NEW PEOPLE WHO ARE  
4 INVOLVED IN MEDICAL CARE IN A VERY DIRECT WAY.

5

6 **ANTOINETTE SMITH-EPPS:** WE HAVE A NUMBER OF NEW PEOPLE  
7 INTRODUCED INTO THE PROCESS THAT-- YOU HAVE THE NUMBERS ON THE  
8 NUMBER OF NEW STAFF THAT WE HAVE. WE ALSO HAVE ON A CONTINUING  
9 BASIS FOR THE NURSES POSITIONS THAT WE CANNOT FILL IN THE  
10 EMERGENCY DEPARTMENT AND OTHER AREAS, WE HAVE THE CONTRACTORS  
11 WHO ARE COMMONLY REFERRED TO AS TRAVELERS WHO COME IN AND  
12 THERE'S A PROCESS FOR BRINGING THEM IN AND THERE IS A CADRE OF  
13 THEM. MANY OF THEM ARE NEW. SOME OF THEM HAVE BEEN WITH US FOR  
14 SOME PERIOD OF TIME. WE DO HAVE A LOT OF NEW PHYSICIANS  
15 INTRODUCED INTO THE PROCESS, AS WELL. YOUR INITIAL QUESTION  
16 REALLY HAD TO DO WITH RECRUITMENT. WE HAVE A VERY DIFFICULT  
17 TIME RECRUITING STAFF, AN EXTREMELY DIFFICULT TIME RECRUITING  
18 STAFF.

19

20 **SUP. BURKE:** I'M SURE THAT'S TRUE.

21

22 **ANTOINETTE SMITH-EPPS:** WE HAVE ATTEMPTED TO RECRUIT, FOR  
23 EXAMPLE, A DIRECTOR OF PHARMACY. WE HAVE NOT BEEN ABLE TO  
24 RECRUIT A DIRECTOR OF PHARMACY. WE'VE IDENTIFIED CANDIDATES  
25 THAT WE WERE INTERESTED IN WHO WERE NOT INTERESTED IN US. THAT



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1 HAS HAPPENED TO US IN OTHER AREAS, LEADERSHIP AREAS AS WELL.  
2 ONE OUR CHALLENGES IS, OF COURSE, THE SITUATION THAT WE  
3 CURRENTLY FIND OURSELVES IN REGARDING CERTIFICATION. AND IT  
4 TAKES A LOT OF FAITH TO COME TO A NEW FACILITY, KNOWING THAT  
5 YOUR EFFORTS ARE GOING TO BE INTEGRAL TO THAT FACILITY BEING  
6 ABLE TO BE SUCCESSFUL, KNOWING THAT THE CERTIFICATION MIGHT  
7 HANG IN THE BALANCE. SO, MANY PEOPLE HAVE OPTED NOT TO TAKE  
8 THAT CHALLENGE. WE HAVE WORKED VERY DILIGENTLY WITH H.R. WE  
9 HAVE A NUMBER OF PEOPLE WHO SEEM TO BE INTERESTED AND, WHEN  
10 POSSIBLE, WE DO RECRUIT. WE WERE ABLE TO BRING IN SOME NEW  
11 LEADERSHIP IN A NUMBER OF AREAS BUT NONE OF THEM WERE THE  
12 DIRECT, HANDS-ON PATIENT CARE AREAS THAT I WOULD LIKE TO HAVE  
13 A PREPONDERANCE OF INDIVIDUALS COME IN. WE HAVE BEEN  
14 SUCCESSFUL, OVER THE LAST SEVERAL MONTHS, IN RECRUITING A  
15 DIRECTOR OF QUALITY, FOR EXAMPLE. WE'VE ALSO BEEN SUCCESSFUL,  
16 WE'VE IDENTIFIED A NEW DIRECTOR OF EDUCATION, WHO WILL BE  
17 JOINING US SHORTLY. SO WE HAVE HAD SOME SUCCESSES BUT THEY ARE  
18 VERY HARD FOUGHT SUCCESSES. WE HAVE TO WORK VERY DILIGENTLY  
19 WHEN WE HAVE SOMEONE WHO WE'D LIKE TO RECRUIT TO GET THAT  
20 INDIVIDUAL IN. IT ISN'T A MATTER OF LEAVING IT UP TO H.R. TO  
21 RUN THE PROCESS. MANY OF OUR LEADERS HAVE TO BE DIRECTLY  
22 INVOLVED WITH SPEAKING WITH THOSE INDIVIDUALS AND HELPING  
23 RECRUIT THEM THROUGH THE FACILITY BECAUSE OF THE DISADVANTAGE  
24 THAT WE ARE PLACED AT CURRENTLY.

25



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1 **SUP. BURKE:** WELL, I READ DR. SCULLY'S EDITORIAL AND HE WAS  
2 NEVER A GREAT SUPPORTER OF OURS WHEN HE WAS IN CHARGE OF  
3 C.M.S., VERY, VERY CRITICAL OF US, BUT I ALSO HEARD HIM IN AN  
4 INTERVIEW TODAY. AND WHAT HE SAID WAS THAT HE THOUGHT THE  
5 HOSPITAL SHOULD BE-- YOU SHRINK IT DOWN, JUST AS YOU HAVE DONE  
6 IT, BUT YOU PUT MOST OF YOUR RESOURCES IN THE EMERGENCY ROOM.  
7 BECAUSE, FIRST OF ALL, IF YOU'RE GOING TO HAVE EMERGENCY, YOU  
8 HAVE TO HAVE SOME KIND OF A HOSPITAL THERE. SO YOU HAVE A  
9 MINIMAL HOSPITAL THAT'S OPERATING. BUT YOU PUT ALL OF YOUR  
10 MONEY, YOUR RESOURCES, TO MAKE YOUR EMERGENCY ROOM TOP NOTCH.  
11 LET ME ASK YOU THIS QUESTION. ARE YOU SATISFIED WITH THE  
12 PRESENT CONTRACT DOCTORS THAT WE HAVE?

13

14 **ANTOINETTE SMITH-EPPS:** I BELIEVE THAT WE NEED TO WORK VERY  
15 CLOSELY WITH OUR CURRENT CONTRACTOR TO BETTER ACCLIMATE THEM  
16 TO THE PATIENT POPULATION THAT THEY'RE SERVING, TO THE NEED TO  
17 TAKE ADDITIONAL STEPS WITH SOME OF OUR CLIENTS REGARDING THE  
18 CARE THAT THEY NEED AND HOW TO MOVE THEM THROUGH THE SYSTEM,  
19 TO BETTER ACQUAINT THEM WITH HOW TO USE THE OTHER RESOURCES OF  
20 THE COUNTY SYSTEM, AND TO PUT MECHANISMS IN PLACE THAT MAKE  
21 THAT HAPPEN QUICKLY. THAT IS NOT SOMETHING THAT WE ARE  
22 PARTICULARLY GOOD AT. WE'RE LEARNING TO BE BETTER AT IT. WE'RE  
23 ALSO LEARNING HOW TO EXERCISE AND STRETCH THE COUNTY  
24 CAPABILITIES FOR PLACES LIKE E.M.S. AND OTHER SUPPORTING AREAS  
25 TO HELP US MOVE PATIENTS TO THE RECEIVING FACILITIES WHEN WE



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1 DON'T HAVE CAPABILITY TO CARE FOR THEM. THESE ARE ALL BRAND  
2 NEW PROCESSES, DR. CHERNOF SORT OF REFERRED TO THEM A LITTLE  
3 BIT EARLIER, BUT THESE WERE BRAND NEW PROCESSES THAT WE  
4 INTRODUCED AFTER DECEMBER AS WE STARTED TO SHRINK THE NUMBER  
5 OF BEDS THAT WE HAD AVAILABLE. SO THESE ARE THINGS THAT WE'VE  
6 JUST RECENTLY HAD IN PLACE OVER THE LAST SEVERAL MONTHS THAT  
7 WE ARE IMPROVING AS WE GO ALONG AND WE HAVE HAD SOME ISSUES  
8 THAT NEEDED TO BE DEALT WITH AND THE TRANSFER ISSUE BEING ONE  
9 OF THEM. WE JUST HAD TO LEARN WHAT NEEDED-- OR WHAT STRUCTURES  
10 WERE NEEDED TO ACCOMPLISH THE THINGS THAT WE'VE BEEN CHARGED  
11 WITH IN REGARD TO MOVING OUR PATIENTS THROUGH THE SYSTEM.

12

13 **SUP. BURKE:** DID YOU HAVE THE EMERGENCY PHYSICIANS WHO WERE  
14 THERE IN THE EMERGENCY ROOM REVIEW ALL OF THESE 17 CASES THAT  
15 WERE BROUGHT FORWARD AND GET THEIR INPUT AS TO HOW THEY THEY  
16 HAVE ADJUSTED TO TRY TO MEET SOME OF THE ISSUES THAT ARE  
17 RAISED HERE?

18

19 **ANTOINETTE SMITH-EPPS:** WE'VE HAD DISCUSSIONS. AS WE PREPARED  
20 OUR RESPONSES, WE UTILIZED A TEAM OF INDIVIDUALS THAT INCLUDED  
21 THE EMERGENCY ROOM DIRECTOR AT THE HOSPITAL AND OTHER  
22 INDIVIDUALS FROM THAT FIRM TO PREPARE THESE RESPONSES, REVIEW  
23 CASES, MAKE SUGGESTIONS AND RECOMMENDATIONS ON WHAT SHOULD BE  
24 IN THE PLAN OF CORRECTION. AND THEY ARE ALSO RESPONSIBLE FOR  
25 SOME ASPECTS OF THE PLAN OF CORRECTION AS APPROPRIATE TO THEIR



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1 AREAS. IN ADDITION TO THE INDIVIDUALS WHO ACTUALLY WORK AT  
2 KING, WE ALSO HAVE SPOKEN WITH THE LEADERSHIP IN THE COMPANY  
3 TO MAKE SURE THAT THEY UNDERSTAND WHAT OUR EXPECTATION  
4 REGARDING WHAT THE FIRM IS RESPONSIBLE FOR ON THE GROUND AT  
5 THE FACILITY.

6

7 **SUP. BURKE:** ONE OF YOUR RESPONSE WAS THAT A PHYSICIAN  
8 ASSISTANT WOULD NOT BE PERFORMING CERTAIN THINGS AND THAT THE  
9 ACTUAL EMERGENCY PHYSICIAN WOULD BE DOING THAT. HAVE THEY  
10 ACCEPTED THAT RESPONSIBILITY?

11

12 **ANTOINETTE SMITH-EPPS:** YES, THEY HAVE.

13

14 **SUP. BURKE:** I'D LIKE TO ASK MIGUEL JUST A COUPLE OF QUESTIONS.  
15 WHEN YOU LOOK AT THE HARBOR PEOPLE, HOW MUCH TIME ARE THEY  
16 SPENDING AT MARTIN LUTHER KING HOSPITAL? GOING THROUGH THE  
17 DEPARTMENTS AND THE VARIOUS HEADS OF DEPARTMENTS, WHO ARE IN  
18 THIS CHART RESPONSIBLE, HOW MUCH TIME ARE THEY ACTUALLY  
19 SPENDING AT KING?

20

21 **MIGUEL ORTIZ-MAROQUINN:** WELL, IF WE LOOK AT PHYSICIANS, FOR  
22 EXAMPLE, WE HAVE OUR CHAIR OF MEDICINE, WHO SPENDS TWO OR  
23 THREE TIMES-- ACTUALLY, HE HAS PRIVILEGES THERE AND HE IS ON  
24 THE GROUND WORKING WITH THE CURRENT SERVICE DIRECTOR AT M.L.K.



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1 HARBOR. OUR PHARMACY DIRECTOR IS AT M.L.K. HARBOR AT LEAST TWO  
2 OR THREE TIMES A WEEK.

3

4 **SUP. BURKE:** WHAT ABOUT THE PHARMACY HEAD? THEY'RE THERE,  
5 THAT'S RIGHT. THEY'RE THERE ALL THE TIME. WHAT ABOUT HEAD OF  
6 NURSING?

7

8 **MIGUEL ORTIZ-MAROQUINN:** WE HAVE CURRENTLY AT M.L.K. HARBOR, WE  
9 HAVE OUR ASSISTANT DIRECTOR OF NURSING AFFAIRS EDUCATION WHO  
10 IS SPENDING QUITE A BIT OF TIME IN THERE SETTING UP ALL THE  
11 COMPETENCY. THERE'S CONSTANT COMMUNICATION BETWEEN THE CHIEF  
12 NURSING OFFICERS IN TERMS OF COORDINATING A PLAN IN THIS  
13 COMPETENCY.

14

15 **SUP. BURKE:** YOU KNOW, WE DON'T HAVE VERY LONG. IT WOULD BE, I  
16 BELIEVE, VERY HELPFUL IF ALL OF THE PEOPLE ON THIS CHART WOULD  
17 HAVE A SCHEDULE SET UP OF WHERE THEY COULD GO IN AND REVIEW  
18 WHAT'S HAPPENING THERE. I DON'T EXPECT FOR THEM TO BE WORKING  
19 THERE BUT IF, ONCE A WEEK, WE'RE TALKING ABOUT A VERY SHORT  
20 TIME, IF, ONCE A WEEK, THEY GO IN AND THEY COME UP WITH A  
21 CRITICAL ANALYSIS OF WHAT THEY SEE AND COMPARE IT WITH WHAT  
22 THEY EXPECT, IT SEEMS TO ME THAT THAT WOULD BE NOT EXPECTING  
23 TOO MUCH OF THE PEOPLE THERE. WE'RE NOT TALKING ABOUT ON A  
24 LONG-TERM BASIS BUT IF, ON A SHORT-TERM BASIS, THAT THEY WOULD  
25 HAVE A GREATER INVOLVEMENT BECAUSE THAT'S THE ONLY WAY YOU'RE



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1 GOING TO BE ABLE TO REALLY CORRECT SOME OF THESE ISSUES. NOW,  
2 WE CAN GO BACK AND TALK ABOUT NAVIGANT SHOULD HAVE IDENTIFIED  
3 ALL THE STAFF. THAT'S WHERE THEY REALLY FAILED. THEY TOLD US,  
4 WHEN WE PAID THEM ALL THAT MONEY, NOT ONLY WOULD THEY GO  
5 THROUGH-- AND THEY IDENTIFIED 1,000 ISSUES, RIGHT? OR WAS IT  
6 MORE THAN 1,000?

7

8 **ANTOINETTE SMITH-EPPS:** 1,032.

9

10 **SUP. BURKE:** THEY IDENTIFIED A THOUSAND PROBLEMS. THEY WENT  
11 THROUGH AND THEY SAID THEY TRIED TO PUT TOGETHER A MECHANISM  
12 TO SOLVE AS MANY AS POSSIBLE BUT THE ONE THING THEY ALSO SAID  
13 WAS THAT THEY HAD THE CAPACITY TO GET STAFF PEOPLE WHO COULD  
14 COME IN WHO COULD PUT THESE THINGS INTO EFFECT. THAT, WE NEVER  
15 GOT. THEY JUST DIDN'T HAVE IT. WE ENDED UP WITH MOSTLY  
16 TRAVELING NURSES AND EVERYBODY WHO CAME IN CAME IN DURING THE  
17 WEEK AND LEFT AND WE NEVER SAW THEM AGAIN AFTER THEIR CONTRACT  
18 AND WE DID NOT GET THOSE STAFF PEOPLE. BUT THAT'S WATER UNDER  
19 THE BRIDGE. AT THIS POINT, WE HAVE TO BRING IN THE EXPERTS  
20 THAT WE HAVE. AND, YOU KNOW, ONE OF THE THINGS I'VE ALWAYS  
21 FELT HERE IS THAT YOU SHOULD HAVE, IN THIS SYSTEM, ONE SYSTEM,  
22 WHERE ONE PERSON DOESN'T STAY IN ONE HOSPITAL FOR LIFE. THEY  
23 SHOULD ROTATE THROUGHOUT THE SYSTEM SO THAT YOU WOULD NOT HAVE  
24 THESE KINDS OF GAPS IN TERMS OF SERVICE BECAUSE YOU ALWAYS  
25 HAVE IT IF YOU GET THE SAME PEOPLE IN THE NEXT 25 YEARS. IT'S



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1 A SYSTEM. IT SHOULD OPERATE AS A SYSTEM AND IT SHOULD BRING IN  
2 ALL OF THOSE EXCELLENT THINGS THAT SOME IDENTIFY AND THAT'S  
3 REALLY WHAT ONE OF THE THINGS, I THINK, HAS FALLEN DOWN. AND,  
4 WHILE WE'RE ALL TALKING ABOUT ALL THESE THINGS THAT FELL DOWN,  
5 I THINK THAT ONE OF THE REAL PROBLEMS WITH KING, YOU HAD A NEW  
6 HOSPITAL AND A NEW MEDICAL SCHOOL. YOU DID NOT HAVE THE  
7 BENEFIT OF EXPERIENCED PEOPLE COMING IN AND WORKING WITH A NEW  
8 HOSPITAL. BUT THAT'S 25 YEARS AGO. BY THIS TIME, WE SHOULD  
9 HAVE BEEN ABLE TO CORRECT ALL OF THAT. AND I ASSUME THAT WE  
10 HAVE THE CAPACITY TO DO IT. SO I REALLY WOULD LIKE TO SEE A  
11 SETUP WHERE PEOPLE AT HARBOR ARE COMING IN AT A REGULAR BASIS  
12 AND EXPLAIN TO THEM, IT'S NOT FOREVER. IT'S FOR A SHORT TIME.  
13 ANYBODY CAN DO THAT FOR A SHORT TIME, EVEN THOUGH I KNOW THEY  
14 DON'T WANT TO, BUT IT'S GOING TO BE NECESSARY BECAUSE, YOU  
15 KNOW, TALKING ABOUT, WELL, WE'LL BRING IN A CONTRACTOR, WE'VE  
16 TALKED TO EVERY HOSPITAL IN THE AREA. WE TALKED TO CATHOLIC  
17 HEALTHCARE WEST. WE'VE TALKED TO SISTERS OF CHARITY. THEY ALL  
18 LOOK AT IT AND THEY SAY, "WE CAN'T DO THIS. WE CAN'T TAKE THIS  
19 OVER." IT'S NOT AS IF-- WE COULDN'T EVEN GET PEOPLE TO TAKE  
20 RANCHO OVER AND IT'S ONE OF THE BEST HOSPITALS YOU FIND  
21 ANYWHERE AND WE HAD ALL KINDS OF PEOPLE INTERESTED, TALKED,  
22 TALKED AND TALKED. BUT, WHEN IT CAME DOWN TO IT, REALLY NEVER  
23 CAME TO TAKING OVER. AND, IN KING'S CASE, MOSTLY UNINSURED  
24 PATIENTS THAT ARE NOT THE DESIRABLE ONES FOR MOST OF THESE  
25 HOSPITALS.



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1

2 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY.

3

4 **SUP. BURKE:** I KNOW MY TIME IS UP.

5

6 **SUP. YAROSLAVSKY, CHAIRMAN:** SUPERVISOR MOLINA.

7

8 **SUP. BURKE:** I GOING TO HAVE TO SAY ONE THING LEFT, ONE LAST  
9 THING. YOU RAISED THE ISSUE OF THE RELEASE OF THE TAPE. WHAT  
10 ARE THE FEDERAL ISSUES THAT ARE RAISED IF WE RELEASE THAT  
11 TAPE? I'D LIKE TO ASK COUNTY COUNSEL.

12

13 **LEELA KAPUR:** SUPERVISOR BURKE, THE ISSUES AREN'T FEDERAL  
14 ISSUES. THE CURRENT ISSUE IS THAT THERE'S A SHERIFF'S  
15 INVESTIGATION STILL PENDING AND THE SHERIFF'S DEPARTMENT HAS  
16 REQUESTED THAT IT NOT BE RELEASED DURING THE PENDENCY OF THEIR  
17 INVESTIGATION.

18

19 **SUP. BURKE:** WE HAVE NO H.I.P.A.A. ISSUES? FOR THE PEOPLE WHO  
20 ARE IN THERE, IN THAT TAPE?

21

22 **LEELA KAPUR:** WHAT I'VE BEEN TOLD, I PERSONALLY HAVE NOT SEEN  
23 THE TAPE, BUT WHAT I'VE BEEN TOLD IS THAT, QUITE FRANKLY, THE  
24 QUALITY OF THE TAPE IS SUCH THAT WE DON'T BELIEVE THOSE ARE  
25 STRONG CONCERNS, THAT YOU REALLY CAN'T IDENTIFY...



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1

2 **SUP. BURKE:** YOU CAN'T IDENTIFY THE PEOPLE?

3

4 **LEELA KAPUR:** CORRECT.

5

6 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY. SUPERVISOR MOLINA.

7

8 **SUP. MOLINA:** DR. CHERNOF, FROM THE CONVERSATION THAT YOU'RE  
9 HEARING TODAY FROM ALL OF US ON OUR END OF IT, WHAT ARE YOU  
10 TAKING AWAY FROM THIS?

11

12 **DR. BRUCE CHERNOF:** THAT THIS BOARD IS AS DEEPLY CONCERNED AND  
13 AS DEEPLY FRUSTRATED AS ALL OF US ARE. THAT WE'RE HERE FROM  
14 FRONT OF YOU TODAY, THAT, AFTER ALL OF THE INCREDIBLE WORK  
15 THAT HAS BEEN DONE, ENUMERATED BY THE FOLKS ON EACH SIDE OF  
16 ME, THAT, SPECIFICALLY IN THE E.R., BECAUSE I WANT TO BE  
17 CLEAR, C.M.S. SURVEY IS ABOUT 28 OR SO CONDITIONS OF  
18 PARTICIPATION THAT COVER EVERY ASPECT OF THE HOSPITAL. WHAT  
19 THESE CASES SHARE IN COMMON IS THAT THEY OCCURRED IN THE E.R.  
20 IT POINTED OUT AN AREA, A SPECIFIC AREA OF WEAKNESS AND WHAT I  
21 HEAR FROM ALL OF YOU IS A FRUSTRATION THAT THE SYSTEMS WE HAD  
22 IN PLACE DIDN'T PICK UP ON IT SOONER AND THAT YOU ALL WANT TO  
23 MAKE VERY SURE, YOU'RE TRYING TO GET A LEVEL OF CONFIDENCE  
24 THAT WE'RE DOING THE RIGHT WORK ON BEHALF OF THE CITIZENRY OF  
25 THIS COUNTY AND YOU'RE TRYING TO MAKE VERY SURE THAT WE'VE



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1 LOOKED UNDER EVERY STONE FOR EVERY OPPORTUNITY AND YOU'RE  
2 TRYING TO GET US TO THINK OUT LOUD ABOUT WHAT ALTERNATIVES  
3 MIGHT BE. AND THAT GOES TO YOUR MOTION, SUPERVISOR, FOR NEXT  
4 WEEK.

5

6 **SUP. MOLINA:** THE MOTION IS FOR NEXT WEEK. AND, IF YOU  
7 REMEMBER, THERE WERE THREE PARTS TO IT TO TRY AND FIGURE OUT  
8 HOW WE WERE GOING TO DEAL WITH SOME OF THESE ISSUES. AND I  
9 THINK THAT THE TOUGHEST ISSUE OF ALL IS IT'S LIKE ANYTHING  
10 ELSE. I'M SURE IT'S THE SAME ISSUE THAT IS PENDING IN CONGRESS  
11 WITH THE WAR IN IRAQ. IT'S, LIKE, ARE WE SUCCEEDING? ARE WE  
12 MAKING HEADWAY? ARE WE ACCOMPLISHING OUR GOALS?

13

14 **DR. BRUCE CHERNOF:** MAY I RESPOND TO THAT, SUPERVISOR MOLINA,  
15 BECAUSE SUPERVISOR YAROSLAVSKY RAISED A SIMILAR QUESTION AND I  
16 STARTED-- BUT LET ME GIVE A COUPLE OF OTHER EXAMPLES OF PLACES  
17 WHERE I THINK WE HAVE BEEN SUCCESSFUL. AND, YOU KNOW, I GUESS  
18 I GOT TO START BY SAYING NO AMOUNT OF MY TELLING YOU ABOUT  
19 SPECIFIC AREAS OF SUCCESS...

20

21 **SUP. MOLINA:** CAN I JUST STOP YOU BEFORE YOU SAY THAT? YOU  
22 KNOW, BECAUSE THAT'S ALSO PART OF WHAT'S GOING ON THAT EVEN IS  
23 MORE TROUBLING FOR ME. YOU KNOW, IT'S HAVING SUCCESS IN SOME  
24 AREAS IS NO LONGER GOOD ENOUGH ANY MORE.

25



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1 DR. BRUCE CHERNOF: I AGREE.

2

3 SUP. MOLINA: AND THAT'S, I THINK, THE ISSUE. AND ANTOINETTE  
4 SAID IT, TOO. WE'RE IMPROVING. WE'RE GETTING BETTER. IT'S SORT  
5 OF TOO LATE FOR THAT. THERE IS A POINT IN TIME, I MEAN, THIS  
6 IS YEAR FOUR FOR ME IN THIS IMPROVEMENT AND TRYING TO GET TO.  
7 FOR SOME OF YOU, IT'S NOT YEAR FOUR. AND SO THAT'S THE PART  
8 THAT I HOPE YOU'RE NOT INTERPRETING. IT'S-- WE'RE NOT FOCUSED  
9 ON-- AND, YOU KNOW, IF YOU WANT ME, I'LL APPLAUD YOU. I'LL GET  
10 YOU A CERTIFICATE FOR THE GOOD THINGS YOU'VE DONE BUT THAT IS  
11 NOT KEEPING THIS HOSPITAL SAFE AND OPEN. AND SO IT IS THE  
12 TERRIBLE THINGS THAT HAVE GONE ON THAT ARE KILLING US. IT IS  
13 THE FACT THAT 60 PERCENT OF THE NURSES ARE NOT PASSING BASIC  
14 COMPETENCY SKILLS AT THIS POINT IN TIME. THIS IS NOT JUST  
15 AFTER NAVIGANT. THIS IS AFTER WHATEVER THAT FIRST NURSING  
16 CONTRACT THAT WE HAD, FOUR YEARS AGO, YOU WEREN'T HERE, NONE  
17 OF YOU WERE HERE, AND WE APPROVED IT AND IT COST US A LOT OF  
18 MONEY BECAUSE EVERYBODY SAID, GUESS WHAT? THE NURSES CAN'T  
19 PASS BASIC COMPETENCY TESTS. SO WE HIRED A WHOLE GROUP OF  
20 NURSE TRAINERS, I GUESS THEY WERE, GAVE THEM A HELL OF A LOT  
21 OF MONEY, I DON'T REMEMBER, GENEVIEVE KNOWS THE CONTRACT  
22 BETTER THAN I DO BECAUSE SHE HATED IT FROM DAY ONE. AND THEY  
23 CAME IN AND SAID WE'RE GOING TO TAKE THESE NURSES FROM HERE TO  
24 THERE AND "THERE" MEANT SUCCESS. AND THEN NAVIGANT CAME IN AND  
25 SAID, "THEY DID A LOUSY JOB. THEY DIDN'T REALLY MOVE THE



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1 NURSES FROM HERE TO THERE, THEY BARELY MOVED THEM A STEP." AND  
2 THEN NAVIGANT-- WE SPENT ALL THIS MONEY AND THEN NAVIGANT  
3 SAID, "WELL, THERE'S JUST TOO MUCH TO DO SO WE CAN'T DO ANY OF  
4 IT BUT YOU STILL GOT TO PAY US." SO IT'S-- WE'RE, JUST, LIKE,  
5 IT'S, LIKE, TOO LATE. IT'S, LIKE, YOU CAN'T-- WE CAN'T LOOK AT  
6 THE GOOD THINGS. HONESTLY, HONESTLY, HONESTLY, WE CAN'T. I  
7 MEAN, THE UNION IS SAYING, "IT'S NOT ALL OF THE EMPLOYEES." OF  
8 COURSE IT'S NOT BUT ALL YOU NEED IS ONE. YOU NEED ONE BAD  
9 EMPLOYEE TO SINK YOU. ONE. WHY? BECAUSE YOU'RE BEING  
10 SCRUTINIZED. NOT JUST BY THE L.A. TIMES, NOT JUST BY C.M.S.,  
11 BUT BY EVERY CAMERA HERE, EVERY PERSON THAT WALKS IN. SO WE'RE  
12 BEYOND THAT. SO LET'S NOT LOOK AT THE GOOD THINGS. HOW ARE YOU  
13 GOING TO FIX ALL THE BAD THINGS? AND WHEN?

14

15 **DR. BRUCE CHERNOF:** WELL, SUPERVISOR, THE TEAM THAT'S IN FRONT  
16 OF YOU HERE TODAY IS WORKING THROUGH THE MOST IMPORTANT ISSUES  
17 FIRST. AND, TODAY, WE'VE BROUGHT BEFORE YOU THE PLAN THAT WE  
18 HAVE SUBMITTED TO C.M.S., WHICH IS BEING VERY CLOSELY  
19 MONITORED. THE WAY WE SOLVE THESE PROBLEMS IS ONE AT A TIME OR  
20 GROUPS AT A TIME AND THE MOST IMPORTANT ONES FIRST. AND I  
21 GUESS THE ONE COMMENT I DID WANT TO MAKE IS WE HAVE DONE THAT  
22 IN AREAS. AREAS THAT WERE PREVIOUSLY PROBLEMS IN THE C.M.S.  
23 SURVEY, WE HAVE GOTTEN OUR ARMS AROUND BUT I AM NOT MAKING  
24 EXCUSES FOR THE AREAS WHERE THERE ARE STILL PROBLEMS BECAUSE I  
25 AGREE WITH YOU. ALL IT TAKES IS AN INDIVIDUAL EMPLOYEE AND



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1 YOU'RE NOT JUDGED BY ALL THE GOOD CASES, YOU'RE JUDGED BY THE  
2 BAD ONES.

3

4 **SUP. MOLINA:** THAT'S RIGHT.

5

6 **DR. BRUCE CHERNOF:** SO WE ARE FOCUSED ON STABILIZING AND FIXING  
7 THOSE AREAS WHERE KEY PROBLEMS REMAIN.

8

9 **SUP. MOLINA:** WELL, YOU ALREADY KNOW, I MEAN, THIS ONE PATIENT  
10 WITH THE NEUROLOGICAL PROBLEMS THAT YOU COULDN'T ADDRESS HIM,  
11 I MEAN, RIGHT NOW, WHERE COULD YOU TAKE HIM? RIGHT NOW, IF  
12 SOMEBODY WALKS IN AND HAS PSYCHIATRIC PROBLEMS IN THE  
13 EMERGENCY, WHERE DO YOU PUT HIM OR HER?

14

15 **ANTOINETTE SMITH-EPPS:** WHEN A PSYCH PATIENT COMES INTO THE  
16 EMERGENCY DEPARTMENT, WE HAVE TO RULE OUT THAT THEY HAVE A  
17 MEDICAL CONDITION. ASSUMING THAT INDIVIDUAL DOES NOT HAVE A  
18 MEDICAL CONDITION THAT REQUIRES THEM TO RECEIVE MEDICAL CARE,  
19 THEN WHAT WE DO IS WE CONTACT THE DEPARTMENT OF MENTAL HEALTH,  
20 THE P.M.R.T., THE FOLKS WHO DO THE...

21

22 **SUP. MOLINA:** I KNOW WHAT THE PROCESS IS. WHERE DO THEY GO?

23

24 **ANTOINETTE SMITH-EPPS:** THEY WAIT IN THE EMERGENCY DEPARTMENT  
25 UNTIL...



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1

2 **SUP. MOLINA:** HOW LONG?

3

4 **ANTOINETTE SMITH-EPPS:** IT DEPENDS ON THE CAPACITY OF THE  
5 SYSTEM AT THE TIME.

6

7 **SUP. MOLINA:** OH, I UNDERSTAND THAT. YOU SEE, THAT'S THE SAME  
8 PROBLEM WE WERE CITED FOR. YOU SEE, THAT IS WHAT WE WERE CITED  
9 FOR.

10

11 **ANTOINETTE SMITH-EPPS:** WHAT WE HAVE IS AN EXPEDITED PROCESS...

12

13 **SUP. MOLINA:** NO, YOU DON'T HAVE AN EXPEDITED PROCESS, MS.  
14 EPPS, YOU DON'T HAVE IT BECAUSE THERE'S NO BED AVAILABLE.

15

16 **ANTOINETTE SMITH-EPPS:** WE HAVE A PROCESS.

17

18 **SUP. MOLINA:** NO, YOU HAVE A PROCESS BUT YOU DON'T HAVE A BED.

19

20 **ANTOINETTE SMITH-EPPS:** TO WORK WITH, IN PARTICULAR,  
21 L.A.C./U.S.C. TO QUICKLY ESCALATE INDIVIDUALS WHO ARE  
22 EXCEEDING TIME PERIODS THAT WE CONSIDER SAFE TO MOVE THEM  
23 TO...

24



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1 **SUP. MOLINA:** L.A.C./U.S.C. DOES NOT HAVE ANY BEDS. THEY ALWAYS  
2 GET MORE PEOPLE.

3

4 **ANTOINETTE SMITH-EPPS:** I UNDERSTAND THAT.

5

6 **SUP. MOLINA:** SO WHAT I'M SAYING IS THAT'S NOT RESOLVED. SO  
7 THAT PERSON, WHO HAS A PSYCHIATRIC PROBLEM, IS GOING TO GO TO  
8 THE HOSPITAL AND SIT AND WAIT. IT COULD BE TWO HOURS, 12  
9 HOURS, 26 HOURS...

10

11 **ANTOINETTE SMITH-EPPS:** AND THEY'RE GOING TO HAVE A NURSING  
12 ATTENDANT WITH THEM. THEY'RE GOING TO HAVE A PHYSICIAN AND  
13 THERE'S A REGISTERED NURSE RESPONSIBLE. ANY PATIENT, WHETHER  
14 THEY'RE A PSYCH PATIENT, A NEUROSURGERY PATIENT, WHATEVER  
15 PATIENT COMES THROUGH OUR DOORS, IT IS OUR OBLIGATION TO CARE  
16 FOR THOSE PATIENTS.

17

18 **SUP. MOLINA:** THOSE ARE WORDS, MS. EPPS. THOSE ARE WORDS. BUT  
19 THE POLICY SHOULD BE TO GET THAT PERSON INTO A BED. THIS  
20 HOSPITAL CAN'T DO THAT.

21

22 **DR. BRUCE CHERNOF:** THIS HOSPITAL NO LONGER PROVIDES INPATIENT  
23 PSYCHIATRY SERVICES. IT'S LIKE EVERY OTHER COMMUNITY HOSPITAL  
24 THAT DOESN'T HAVE AN INPATIENT PSYCH WARD.

25



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1 **SUP. MOLINA:** I UNDERSTAND THAT BUT, AT THE SAME TIME, THAT--  
2 C.M.S. IS ASKING YOU TO ADDRESS THAT AND IT ISN'T BY POLICY.  
3 IT'S ASKING YOU TO FIND THAT PERSON A BED. YOU CAN'T HAVE THAT  
4 PERSON SITTING THERE WAITING 17 HOURS. THAT'S WHAT IT SAID.  
5 DID IT NOT SAY THAT?

6

7 **ANTOINETTE SMITH-EPPS:** THEY SAID THAT BUT WHAT I READ INTO  
8 WHAT THEY SAID WAS THAT WE HAD TO DEMONSTRATE, BY WHAT WE  
9 DOCUMENTED IN THE PATIENT'S RECORD, WHAT OUR EFFORTS WERE TO  
10 FIND A BED FOR THAT PATIENT AND WHAT CARE THE PATIENT RECEIVED  
11 IN THE INTERIM WHILE WE WERE LOOKING FOR A BED FOR THEM.

12

13 **SUP. MOLINA:** AND IF HE WALKED AWAY DURING THAT TIME, WHAT  
14 WOULD HAPPEN?

15

16 **ANTOINETTE SMITH-EPPS:** I BEG YOUR PARDON? IF THE PATIENT LEFT  
17 WITHOUT BEING SEEN?

18

19 **SUP. MOLINA:** I'M SORRY?

20

21 **ANTOINETTE SMITH-EPPS:** ARE YOU ASKING ME IF THE PATIENT LEFT  
22 WITHOUT BEING SEEN?

23

24 **SUP. MOLINA:** NO, NO. IF, WHILE HE IS WAITING, WHILE YOU ARE  
25 GOING THROUGH THIS PROCESS, IF HE GETS UP AND WALKS AWAY.



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1

2 **ANTOINETTE SMITH-EPPS:** THE REASON WE HAVE A NURSING ATTENDANT  
3 ASSIGNED INDIVIDUALLY TO EACH PSYCH DEPARTMENT WHO'S IN THE  
4 EMERGENCY ROOM IS TO PREVENT THEM FROM WALKING AWAY.

5

6 **SUP. MOLINA:** BUT THEY DO.

7

8 **ANTOINETTE SMITH-EPPS:** AND, WHEN THEY WALK AWAY, WE ATTEMPT TO  
9 GET THEM NOT TO WALK AWAY BUT THE PATIENT, IF THEY'RE NOT ON A  
10 HOLD, CAN DO THAT. THEY CAN LEAVE THE FACILITY. WE CAN'T MAKE  
11 A PATIENT STAY IF WE DON'T HAVE THAT PATIENT ON A HOLD. THAT'S  
12 WHY WE'VE CALLED THE P.M.R.T. TEAM TO COME IN BECAUSE WE CAN  
13 NO LONGER PLACE A PATIENT ON ANYTHING OTHER THAN AN EIGHT HOUR  
14 HOLD. IF THAT EIGHT HOURS EXPIRES, THEN WE HAVE TO GO INTO  
15 THE...

16

17 **SUP. MOLINA:** THAT'S THE SAME THING. SOMEHOW, I FEEL THAT YOU  
18 DON'T SENSE THE URGENCY ON OUR PART AND I DON'T THINK WE'RE  
19 COMMUNICATING IN THE SAME LANGUAGE AT ALL AND THAT'S THE  
20 BIGGEST PROBLEM. AND I DON'T KNOW IF YOU'RE COMMUNICATING IN  
21 THE SAME LANGUAGE TO C.M.S. AND ALL THE PEOPLE WHO WERE-- AND--  
22 - BUT-- AND THAT'S-- I'M REALLY CONCERNED BUT I'M NOT SO SURE  
23 THAT WE ARE COMMUNICATING EFFECTIVELY. IT ISN'T JUST-- IT'S  
24 THE LOSS OF CONFIDENCE BUT IT'S A RESPONSIBILITY THAT WE HAVE.  
25 AND, RIGHT NOW, I'M KEEPING A HOSPITAL OPEN THAT I DON'T KNOW



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1 THAT WE SHOULD HAVE THAT KIND OF CONFIDENCE. IT NO LONGER CAN  
2 BE ON THE MEND. IT IS EITHER MENDED OR IT SHOULD BE CLOSED.  
3 AND DO WE JUST WAIT FOR A FEDERAL SET OF REGULATORS TO TELL US  
4 THAT OR DO WE DO IT OURSELVES, WITH THE IDEA THAT WE HAVE TO  
5 HAVE A PLAN IN PLACE AS TO HOW DO REOPEN IT, HOW TO GET IT  
6 MOVING. WE CAN STAND HERE AND ACT FRUSTRATED ABOUT IT ALL, WE  
7 KNOW THAT, AND THERE MAY NOT BE OPTIONS OUT THERE FOR US BUT  
8 IT DOES SEEM TO ME THAT WE MAY BE DOING OURSELVES MORE HARM  
9 THAN GOOD BY KEEPING IT OPEN WHEN WE'RE STILL TRYING TO GET UP  
10 TO SPEED WHEN WE'RE ON OUR LAST LEG. IT JUST-- IT DOESN'T SEEM  
11 LIKE YOU UNDERSTAND THAT PART. AT LEAST, THAT'S THE PART THAT  
12 I UNDERSTAND. MY OWN COLLEAGUES CAN SPEAK FOR THEMSELVES BUT I  
13 KNOW THAT, YOU KNOW, AND EVEN WHEN I BROUGHT IN MY MOTION TWO  
14 WEEKS AGO AND I SAID START PREPARING CONTINGENCY PLANS, THAT  
15 DIDN'T MEAN TO TAKE THE PATIENTS OUT THAT DAY AND START MOVING  
16 THEM OUT. THAT STARTS-- PLAN CONTINGENCY FOR THE DAY THEY MAY  
17 COME AND CLOSE US SO THAT WE WON'T BE JUST FLOODING THE SYSTEM  
18 THAT DAY, WE'LL KNOW EXACTLY WHAT WE'RE GOING TO DO. AND I'M  
19 VERY CONCERNED THAT MAYBE YOU'RE NOT GETTING A SENSE OF  
20 URGENCY IN THAT REGARD. AND I THINK SOME OF US ARE AS  
21 DELICATELY TRYING TO COMMUNICATE AS POSSIBLE AND I'M NOT SO  
22 SURE.

23

24 **ANTOINETTE SMITH-EPPS:** I THINK THAT YOU POINTED OUT IN YOUR  
25 COMMENTS THE INHERENT DIFFICULTY IN COMING UP WITH A



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1 CONTINGENCY PLAN. THAT IS THAT THERE AREN'T BEDS AVAILABLE.  
2 THE INHERENT DIFFICULTY WITH COMING UP WITH A PLAN IS THAT  
3 THERE ISN'T A PLACE FOR A LOT OF THESE PATIENTS TO GO.

4

5 **SUP. MOLINA:** I UNDERSTAND BUT IF YOU THINK-- BUT YOU HAVE TO  
6 START FROM ONE PREMISE, THOUGH. SO WE HAVE TO MAKE A  
7 DETERMINATION ON OUR ABILITY TO CARE, ALL RIGHT? IS IT BETTER  
8 TO GO WAIT IN LINE, IN A LONGER LINES AT L.A. COUNTY U.S.C. OR  
9 TO KEEP A EMERGENCY ROOM OPEN THAT DOESN'T MEET THE STANDARDS  
10 OF CARE? AND I SAY DOES YOU NOT MEET, NOT WILL MEET OR IS  
11 IMPROVING TO MEET BUT DOES NOT MEET THE STANDARDS OF CARE. I  
12 THINK I'D RATHER GO WAIT.

13

14 **ANTOINETTE SMITH-EPPS:** I UNDERSTAND YOUR POINT. I UNDERSTAND  
15 YOUR CONCERN AND I AM JUST AS CONCERNED AND IF I'VE FAILED TO  
16 CONVEY A LEVEL OF URGENCY, THEN THAT'S SOMETHING THAT I REGRET  
17 BECAUSE I AM VERY CONCERNED. YOU KNOW, ONE OF MY-- A BASIC  
18 TENET OF MY BELIEF IS THAT EVERYBODY, EVERY PERSON IN THIS  
19 COUNTRY, NOT JUST IN MY IMMEDIATE VICINITY, BUT EVERY PERSON  
20 DESERVES QUALITY HEALTHCARE CLOSE TO WHERE THEY LIVE. RIGHT  
21 NOW, WE ARE HAVING A GREAT DEAL OF DIFFICULTY MAKING SURE THAT  
22 THAT HAPPENS AND THAT FRUSTRATES ME TO NO END.

23

24 **SUP. MOLINA:** MS. EPPS, ONE OF THE THINGS I CAN TRUST IN  
25 WORKING AND TALKING TO YOU THIS LAST MONTHS IS THAT I WOULD



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1 TRUST MYSELF TO YOUR CARE BUT I DON'T KNOW THAT I WOULD TRUST  
2 MYSELF TO SOME OF THE PEOPLE THAT YOU SUPERVISE AND THAT'S THE  
3 PROBLEM.

4

5 **ANTOINETTE SMITH-EPPS:** I UNDERSTAND YOUR CONCERN. I CERTAINLY  
6 DO. AND, AS WE'VE DISCUSSED IN PRIVATE AND IN THESE SESSIONS,  
7 I WISH THAT I COULD SAY SOMETHING THAT COULD ASSURE YOU BUT I  
8 DON'T BELIEVE THAT I CAN. SO ALL I CAN IS TO TRY TO ANSWER  
9 YOUR QUESTIONS, WHICH I HAVE TRIED TO DO, AND WE JUST HAVE TO  
10 AGREE THAT I CAN'T SATISFY YOU ON THAT POINT.

11

12 **SUP. MOLINA:** I APPRECIATE YOUR TRYING.

13

14 **SUP. YAROSLAVSKY, CHAIRMAN:** I MEAN, I THINK THIS IS, IN PART,  
15 THE NUB OF IT RIGHT HERE. I MEAN, THE CONTINGENCY, WHATEVER  
16 THAT CONTINGENCY IS GOING TO BE, AND THAT YOU'VE BEEN NOODLING  
17 ON FOR QUITE SOMETIME AND I ASSUME PREPARING AS WELL, I'VE  
18 NEVER BELIEVED, AND I WANT TO SAY IT TODAY, IF WE LOSE THE  
19 CONTRACT WITH THE FEDERAL GOVERNMENT AND EVERYTHING ELSE  
20 THAT'S PRECEDED IT, THAT'S LED TO THAT POINT, ALL WE'VE TALKED  
21 ABOUT TODAY AND ALL THE STUDIES AND THE INSPECTIONS AND ALL,  
22 I'M NOT GOING TO VOTE TO KEEP THAT HOSPITAL OPEN. I JUST DON'T  
23 KNOW HOW THE, HOW THE COUNTY-- AND I KNOW WHAT YOUR VIEWS ARE,  
24 YOU AND I HAVE DISCUSSED THEM. I CAN'T-- I MEAN, IT'S HARD  
25 ENOUGH TO KEEP IT OPEN NOW AND IT HAS BEEN VERY HARD AND



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1 WE'VE-- TO DO IT OVER THE LAST THREE YEARS AND I THINK WE MADE  
2 THE RIGHT DECISION TO TRY TO FIX IT WHILE WE'VE KEPT IT OPEN;  
3 HOWEVER, WE'RE AT THE END OF THE LINE. THESE DAYS, THE MONTH  
4 OF JULY OR THE DAYS OF DECISION AND WE ARE-- THERE'S NO POINT  
5 IN HAVING GONE THROUGH ALL THIS, HAVING THE FEDERAL GOVERNMENT  
6 CUT US OFF AND THEN SAY, "WELL, WE'RE GOING TO OPERATE IT  
7 ANYWAY." WE'RE NOT GOING TO BE ABLE TO DO THAT. YOU KNOW, THE  
8 PEOPLE IN-- YOU MADE A VERY INTERESTING COMMENT, MS. EPPS,  
9 THAT PEOPLE ARE ENTITLED TO QUALITY HEALTH CARE NEAR WHERE  
10 THEY LIVE. QUALITY HEALTHCARE IS MORE IMPORTANT THAN NEAR  
11 WHERE THEY LIVE.

12

13 **ANTOINETTE SMITH-EPPS:** I AGREE WITH YOU.

14

15 **SUP. YAROSLAVSKY, CHAIRMAN:** AND I WAS BORN A LONG WAY FROM MY  
16 MOTHER'S HOUSE, MY MOTHER'S APARTMENT. SHE HAD TO GO A LONG  
17 WAY, IN THOSE DAYS, WITH HER 1943 PLYMOUTH, TO DELIVER ME BUT  
18 SHE GOT QUALITY CARE AND QUALITY IS THE KEY. AND, SO, I JUST,  
19 I MEAN-- I-- IN A, YOU KNOW, IN A VERY SIMPLE WAY, I MEAN,  
20 WE'VE BEEN TELLING YOU FOR QUITE AWHILE NOW, ASKING YOU NOT SO  
21 MUCH TELLING YOU IS BE PREPARED FOR THE, YOU KNOW, FOR THE  
22 WORST CASE SCENARIO AND WE MAY VERY WELL FACE THE WORTH THE  
23 CASE SCENARIO AND WE NEED TO BE PREPARED FOR IT. IF WE GET A  
24 GOOD CASE SCENARIO, GOD BLESS US, THEN ALL THAT WORK'S BEEN AN  
25 INTERESTING EXERCISE BUT WE NEED TO BE PREPARED FOR THE WORST



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1 CASE SCENARIO. AND MY FEAR IS THAT WE-- SEE, NOBODY'S  
2 QUESTIONING THE WORK YOU'VE DONE AND THE EFFORT YOU'VE PUT  
3 INTO IT. WHAT'S PUZZLING TO ME, AND I THINK TO MY COLLEAGUES,  
4 AS WELL, IS THAT ALL THE REPORTS THAT WE GOT WERE SO POSITIVE  
5 AND OPTIMISTIC AND-- ALMOST NOT A HINT OF DIFFICULTY OTHER  
6 THAN TRAINING TAKES TIME AND WE'RE MAKING PROGRESS EVERY DAY,  
7 EVERY MONTH, ET CETERA. AND IT JUST DIDN'T APPEAR TO BE  
8 ANYWHERE NEAR-- FROM MY PERSPECTIVE, NEAR-- WARRANTED THAT  
9 DEGREE OF OPTIMISM, BUT, ANYWAY, I'M REPEATING MYSELF. OKAY.  
10 SUPERVISOR ANTONOVICH? ANYBODY ELSE? THERE'S NO ACTION  
11 REQUIRED ON THIS. THIS IS-- THE MOTION WAS REALLY TO-- OH, WE  
12 HAVE SOME PUBLIC COMMENT.

13

14 **SUP. KNABE:** NO, I THINK THERE IS A LITTLE BIT OF ACTION  
15 REQUIRED AND I THINK IT WAS PRETTY OBVIOUS.

16

17 **SUP. YAROSLAVSKY, CHAIRMAN:** NO, I MEAN, BUT THE MOTION ITSELF  
18 DOES NOT CONTEMPLATE ANY DIRECT ACTION. PUBLIC COMMENT NOW.  
19 CHRIS EDWARDS. I WILL CALL FOUR PEOPLE AT A TIME. CHRIS  
20 EDWARDS. NELLE W. ANNIE PARK AND MORRIS GRIFFIN. I SEE CHRIS  
21 EDWARDS. IS NELLE W. HERE? NO? ANNIE PARK? SHE'S COMING.  
22 MORRIS GRIFFIN? JOSHUA RUTKOFF? OKAY. KATHY OCHOA WILL GO  
23 BEFORE MR. RUTKOFF.

24



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1 **CHRIS EDWARDS:** GOOD AFTERNOON. THANK YOU FIRST FOR LETTING THE  
2 REPORT BE HEARD BEFORE THE PUBLIC WAS ASKED TO SPEAK. IT GAVE  
3 US AN OPPORTUNITY TO HEAR WHAT YOU HEARD AT THE SAME TIME  
4 THOUGH I SHOULD HAVE WORN MY HIP WADERS BECAUSE IT GOT PRETTY  
5 DEEP IN HERE. CAMDEN AND NAVIGANT BOTH ASSURED YOU THE NURSES  
6 HAD BEEN FULLY ASSESSED, FULLY AND APPROPRIATELY CERTIFIED,  
7 ALL THE I'S DOTTED AND ALL THE T'S CROSSED AND DR. CHERNOF HAS  
8 THE UNMITIGATED GALL TO SIT HERE AFTER HE WORKED AS DR.  
9 GARTHWAITE'S RIGHT HAND MAN DURING MOST OF THE NAVIGANT  
10 TRANSITION. THAT, OH WELL, IT DIDN'T HAPPEN? YOU KNOW, THAT'S  
11 THREE YEARS. I CANNOT POSSIBLY BELIEVE THE NURSING STAFF AT  
12 KING DREW, NOW KING HARBOR, WERE THAT ABSOLUTELY OFF THE MARK.  
13 THAT, AFTER THREE YEARS OF REMEDIATION, BECAUSE THAT'S WHAT  
14 HAPPENED WITH CAMDEN AND THAT'S HAPPENED WITH NAVIGANT. THOSE  
15 NURSES HAVE BEEN REMEDIATED FOR THREE YEARS. THERE'S NO WAY IN  
16 HECK THOSE NURSES WERE THAT DENSE, I CAN ASSURE YOU THAT OR  
17 WE'D HAVE HAD WORSE PROBLEMS. SO, AFTER THREE YEARS OF  
18 REMEDIATION, THEY STILL NEED REMEDIATION, 60 PERCENT. THERE'S  
19 A PROBLEM WITH THAT PICTURE. THE PROBLEM IS DR. CHERNOF IS NOT  
20 BEING HONEST, FORTHRIGHT OR DIRECT WITH YOU, NEITHER IS MS.  
21 EPPS. THE C.N.O. SHOULD HAVE BEEN HERE BECAUSE SHE IS THE HEAD  
22 OF THE NURSING STAFF. YOUR KEY PROBLEM IS WITH THE NURSES. SHE  
23 WAS THE MOST QUALIFIED INDIVIDUAL TO ANSWER QUESTIONS ABOUT  
24 THE NURSING STAFF YET SHE WAS NOT HERE. BECAUSE IF SHE WAS  
25 DOING THE EXEMPLARY WORK THAT DR. CHERNOF SAID SHE WAS DOING,



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1 WE WOULDN'T HAVE THE REPORTS FROM C.M.S. THAT WE'RE HAVING. SO  
2 SHE NEEDED TO BE HERE AND YOU SHOULD HAVE DEMANDED HER  
3 PRESENCE HERE BECAUSE SHE IS THE WINDOW OF THE NURSING WORLD  
4 AT THE HOSPITAL. SHE IS A LICENSED REGISTERED NURSE FOR THAT  
5 PURPOSE. SO DR. CHERNOF PILED IT REALLY HIGH AND DEEP FOR YOU  
6 AND YOU BOUGHT IT. OKAY? NEXT TIME, JUST HAVE HIM BRING THE  
7 COW, OKAY?

8

9 **SUP. YAROSLAVSKY, CHAIRMAN:** THANK YOU, MS. PARK, YOU'LL BE  
10 NEXT. JOSHUA RUTKOFF. ANNIE PARK.

11

12 **ANNIE PARK:** GOOD AFTERNOON, SUPERVISORS, MY NAME IS ANNIE  
13 PARK. I'M HERE REPRESENTING COMMUNITY HEALTH COUNCILS. WE ARE  
14 A NONPROFIT HEALTH EDUCATION ADVOCACY ORGANIZATION IN SOUTH  
15 L.A.

16

17 **SUP. YAROSLAVSKY, CHAIRMAN:** GET A LITTLE CLOSER TO THE MIC.  
18 THANKS. SHE'S GOING THE FIX THAT RIGHT NOW.

19

20 **ANNIE PARK:** I'M HERE TODAY TO BRING TO YOUR ATTENTION A SIGN-  
21 ON LETTER THAT WE, AS WELL AS OTHER COMMUNITY LEADERS, HAVE  
22 SENT TO YOUR OFFICES. THE LETTER OUTLINES OUR DEEP  
23 DISAPPOINTMENT AND FRUSTRATION WITH THE APPARENT LACK OF  
24 PROGRESS IN ENSURING QUALITY CARE AND SERVICES FOR M.L.K.  
25 HARBOR PATIENTS. WE CALL FOR IMMEDIATE ACTION IN RESPONSE TO



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1 WHAT WE SEE AS A FULL-FLEDGED EMERGENCY. THAT BEING SAID, WE  
2 ASK THAT ANY CONTINGENCY PLANNING THAT IS UNDERTAKEN BE  
3 THOROUGH AND EXHAUSTIVE OF ALL OPTIONS, INCLUDING STATE AND  
4 FEDERAL INTERVENTION. MOST IMPORTANTLY, WE ASK THAT ALL PLANS  
5 MOVE TOWARD THE END GOAL OF PROVIDING QUALITY CARE WITHOUT ANY  
6 DISRUPTION OF SERVICES. THIS HOSPITAL REMAINS A CRITICAL  
7 RESOURCE IN AN UNDERSERVED AREA. AND THE CLOSURE OF THE E.R.  
8 FOR ANY PERIOD OF TIME, WHETHER PERMANENT OR TEMPORARY, WILL  
9 HAVE DETRIMENTAL CONSEQUENCES FOR THE HEALTH OF THE COMMUNITY.  
10 THANK YOU.

11

12 **SUP. YAROSLAVSKY, CHAIRMAN:** THANK YOU. ARNOLD SACHS. HANG ON  
13 ONE SECOND. IS KATHY OCHOA NOT HERE? KATHY, COME ON DOWN. AND  
14 THEN ARNOLD SACHS COME ON DOWN, ALSO. MR. GRIFFITH?

15

16 **MORRIS GRIFFITH:** THANK YOU, CHAIR. AFTER LISTENING TO THIS--  
17 THESE STATEMENTS FROM OUR HEADS, I CAN'T TELL YOU THAT I'M NOT  
18 DISAPPOINTED. AND THE ONE THING I THINK NEEDS TO BE HEARD IS  
19 THAT THERE NEEDS TO BE AN INFRASTRUCTURE PUT IN PLACE. I'M NOT  
20 SATISFIED WITH THE FACT THAT WE HAVEN'T HEARD HOW MANY  
21 DIFFERENT FILES HAVE TO BE PULLED OR HOW MANY FILES THERE ARE.  
22 TO KNOW THAT THERE WERE 60 FILES AND THAT 17TH CAME OUT  
23 INCORRECT MAKES ME WONDER, HOW MANY FILES IS THERE IN ALL  
24 TOTAL? WHEN WE TALK ABOUT THE VARIOUS TRANSPORTATION, WHAT  
25 KIND OF TRANSPORTATION WILL BE DEALT WITH IN TERMS OF BRINGING



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1 THEM FROM POINT A TO POINT B? I THINK THAT SHOULD HAVE BEEN  
2 MENTIONED. BUT WHAT'S MORE TROUBLING IS THAT THERE'S NOT AN  
3 INFRASTRUCTURE IN PLACE. YOU HIT THE NAIL ON THE HEAD, MS.  
4 MOLINA, SUPERVISOR MOLINA, WHEN YOU SAID, YOU KNOW, I'M JUST  
5 NOT SATISFIED WITH YOUR RESPONSE IN TERMS OF URGENCY. AND WHAT  
6 I WOULD LIKE TO HEAR AND WHAT I WOULD LIKE TO HAVE HEARD IS  
7 THAT WE WILL HAVE A NEUROLOGICAL DEPARTMENT WITH BEDS  
8 AVAILABLE. I THINK THAT WE ARE THAT PROGRESSIVE ENOUGH TO  
9 WHERE WE COULD FIND OUT IF-- WHAT HOSPITALS ARE AVAILABLE THAT  
10 COULD SUCCEED IN DEALING WITH OUR NEEDS. IT'S JUST MIND  
11 BOGGLING HOW WE'RE SITTING UP HERE MAKING EXCUSES FOR PEOPLE  
12 WHO ARE HIRED TO DO JOB AND THEY'RE DOING-- OUR BACKS ARE UP  
13 AGAINST THE WALL AND I'LL BE HONEST WITH YOU, I DON'T SEE  
14 WHERE WE CAN PASS THIS THINGS COME SIX DAYS FROM NOW. SO I  
15 JUST URGE THAT WE DON'T THROW THE BABY OUT WITH THE BATH WATER  
16 BUT, AT THE SAME TIME, THROW THAT BATH WATER OUT.

17

18 **SUP. MOLINA:** CAN I ASK A QUESTION? YOU AND I KNOW EACH OTHER  
19 AND WE'VE BEEN DEALING ON THIS ISSUE FOR WELL ON OVER FIVE  
20 YEARS. WHY IS IT THAT ALL OF A SUDDEN-- I MEAN, INITIALLY, THE  
21 COMMUNITY WAS COMING IN IN DROVES. WE WERE HEARING FROM  
22 ELECTED OFFICIALS AND EVERYONE. I MEAN, WE HAVE NOT HEARD A  
23 PEEP FROM ANYONE ON THE LATEST ROUND OF ERRORS AND PROBLEMS  
24 AND ISSUES. IS THE COMMUNITY GIVING UP ON MARTIN LUTHER KING?

25



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1 **MORRIS GRIFFITH:** THAT IS THE CONSENSUS. MANY OF THEM ARE  
2 FEELING THAT IT'S NOT TIME TO KEEP HOPE ALIVE. MANY OF THEM  
3 FEEL THAT THIS IS BY DESIGN. MANY OF THEM ARE HOLDING YOU, THE  
4 BOARD OF SUPERVISORS, ACCOUNTABLE, SAYING THAT YOU  
5 INTENTIONALLY DONE THIS. WE FIND IT DIFFICULT TO BELIEVE THAT  
6 THIS HOSPITAL, YOU KNOW, WAS OPERATING IN THE BLACK FOR YEARS  
7 AND NOW, ALL OF A SUDDEN, IS OPERATING IN THE RED. SO WHEN  
8 YOU...

9  
10 **SUP. MOLINA:** IN THE BLACK HOW? IN THE BLACK FINANCIALLY?

11  
12 **MORRIS GRIFFITH:** WELL, WHEN I SAY-- IN THE GREEN OR, YOU KNOW,  
13 THERE WASN'T PROBLEMS FOR A LONG TIME AND THEN, ALL OF A  
14 SUDDEN, THERE WAS.

15  
16 **SUP. MOLINA:** OH, BUT THERE WERE.

17  
18 **MORRIS GRIFFITH:** BUT WE WEREN'T MADE AWARE OF IT TO THE EXTENT  
19 THAT WE WERE OVER THE PAST FOUR YEARS.

20  
21 **SUP. YAROSLAVSKY, CHAIRMAN:** THAT'S A DIFFERENT STORY.

22  
23 **MORRIS GRIFFITH:** OVER THE PAST FOUR YEARS. I MEAN, WE KNEW  
24 ABOUT THEM OVER THE PAST FOUR YEARS BUT, BEYOND THAT, THEY  
25 WERE MINIMAL.



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1

2 **SUP. YAROSLAVSKY, CHAIRMAN:** WELL, THAT'S NOT TRUE.

3

4 **SUP. MOLINA:** I DON'T THINK WE'RE BEING VERY HONEST WITH EACH  
5 OTHER. COME ON, WE KNEW OF PROBLEMS EXCEPT WE KEPT PUTTING IN  
6 THE FIX ALL THE TIME. IT DIDN'T GET TO BE VERY SEVERE UNTIL WE  
7 HAD THE FIVE DEATHS FOUR YEARS AGO IN DECEMBER, IF YOU  
8 REMEMBER.

9

10 **MORRIS GRIFFITH:** AND THIS LAST ONE REALLY WAS THE TIP OF THE  
11 ICEBERG WITH THIS LADY IN THE HALLWAY AND CUSTODIANS MOPPING  
12 AROUND HER AND THEN TO FIND THAT WE HAD SOMEONE THAT HAD A  
13 TUMOR AND STAYED AROUND FOR FOUR DAYS. THIS IS JUST TOTALLY  
14 UNACCEPTABLE TO US AS TO WHY THIS STAFF WOULD NOT INSTRUCT  
15 THEM OR TAKE THEM LITERALLY TO A NEUROLOGICAL PLACE. THIS IS  
16 UNACCEPTABLE TO US. AND THIS IS NON-ACCOUNTABILITY AND NON-  
17 RESPONSIBILITY ON THEIR PART.

18

19 **SUP. MOLINA:** SO HOW DO YOU FEEL ABOUT GOING TO THE HOSPITAL?

20

21 **MORRIS GRIFFITH:** I'M THINKING ABOUT GOING UP THERE AND REALLY  
22 LETTING THEM KNOW...

23

24 **SUP. MOLINA:** NO, BUT I MEAN IF, ALL OF A SUDDEN, YOU WERE  
25 SICK.



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1

2 **MORRIS GRIFFITH:** WELL, I'M TROUBLED. WE'RE ALL TROUBLED, YOU  
3 KNOW, TO BE HONEST WITH YOU. WE'RE TROUBLED ABOUT GOING TO THE  
4 HOSPITAL. BUT, AT THE SAME TIME, IF THERE'S NO OTHER PLACE TO  
5 GO, WE GOT TO GO THERE. I MEAN, WE'RE LOOKING AT AN  
6 INFLUXATION OF A GREAT DEAL OF MORE IMMIGRANTS. THIS HOSPITAL  
7 IS SERVICING OVER 400,000 RESIDENTS. WE'VE GOT TO KEEP THIS  
8 HOSPITAL ALIVE BUT AT WHAT COST? WE'RE SICK AND TIRED OF BEING  
9 SICK AND TIRED OF MAKING EXCUSES. WE PAID OUT OVER \$18 MILLION  
10 IN REGARDS TO TRYING TO KEEP THIS HOSPITAL GOING. WE'VE DONE  
11 EVERYTHING THAT WE COULD POSSIBLY DO AND NOW WE'RE STILL  
12 GETTING EXCUSES WITH CONTRACTS. THAT'S AS BAD AS A WOMAN GOING  
13 TO A CAR MECHANIC AND SAYING, "FIX MY CAR" AND THEN WHEN SHE  
14 COMES OUT, SHE FINDS HER CAR SMOKING DOWN THE STREET. WELL,  
15 YOU PAID TO HAVE THAT CAR FIXED AND SERVICED BUT YET THE  
16 SERVICE THAT YOU RENDERED WAS INSUFFICIENT. SO WHAT DO WE HAVE  
17 TO DO? WE HAVE TO DEAL-- WE HAVE TO THROW-- WE HAVE TO EITHER  
18 DEAL WITH THE MECHANIC OR SUE THE MECHANIC. WE GOT TO DO  
19 SOMETHING ABOUT THIS. I THINK WE HAVE TO DEAL WITH THE  
20 INFRASTRUCTURE. I THINK THERE SHOULD BE A BACKUP IN REGARDS TO  
21 DEALING WITH THE FILING SYSTEM. THAT FILING SETUP SHOULD NEVER  
22 HAPPEN AGAIN. THAT SHOULD NEVER BE AN ONGOING PROCESS AND  
23 THERE'S SO MUCH MORE.

24

25 **SUP. YAROSLAVSKY, CHAIRMAN:** KATHY OCHOA.



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1

2 **KATHY OCHOA:** I'M GOING TO ALLOW JOSH TO GO FIRST AND THEN I'LL  
3 FOLLOW HIM FIRST IF THAT'S PERMISSIBLE.

4

5 **SUP. YAROSLAVSKY, CHAIRMAN:** ALL RIGHT. HANG ON A SECOND.  
6 CHARLES BRISTER, YOU'LL BE NEXT. MR. RUTKOFF.

7

8 **JOSHUA RUTKOFF:** SUPERVISORS, MY NAME IS JOSHUA RUTKOFF,  
9 DIRECTOR OF HEALTH SERVICES FOR S.E.I.U. LOCAL 721. FOR THE  
10 COMMUNITY THAT DEPENDS ON KING HARBOR, IT IS VITAL THAT ALL OF  
11 US WHO ARE STAKEHOLDERS FOCUS SINGULARLY ON THE CHALLENGE OF  
12 ENSURING THE PROVISION OF QUALITY HEALTHCARE SERVICES AT THE  
13 HOSPITAL. LET THIS MANDATE GUIDE THE QUESTIONS WE ASK AND THE  
14 CONCLUSIONS WE DRAW. THE IMPLEMENTATION OF THE METROCARE PLAN  
15 HAS BEEN AND REMAINS A WORK IN PROGRESS. IT HAS, BY NECESSITY,  
16 EVOLVED OVER TIME AND IT IS TODAY, AS IT WAS WHEN IT WAS FIRST  
17 CONCEPTUALIZED LAST YEAR, THE ONLY VIABLE OPTION FOR PROVIDING  
18 INPATIENT AND EMERGENCY SERVICES IN SOUTH LOS ANGELES. THE  
19 PROCESS HAS BEEN TRANSPARENT TO ALL AND NEEDS TO BE  
20 CONTINUOUSLY REASSESSED. THIS WILL HELP US TO DEVELOP  
21 CONSTRUCTIVE SOLUTIONS TO OUR CHALLENGES. ONE OF THE BIGGEST  
22 CHALLENGES HAS BEEN THE OVER RELIANCE ON REGISTRY AND CONTRACT  
23 STAFF. WE NEED A PLAN TO INCENTIVIZE OTHER COUNTY WORKERS TO  
24 WORK AT KING, PARTICULARLY IN THE EMERGENCY DEPARTMENT. WE  
25 MUST FOCUS ON ENSURING THAT THE TRAGIC UNACCEPTABLE LAPSES IN



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1 CARE ARE NEVER REPEATED. THE DEPARTMENT'S PLAN OF CORRECT IS  
2 AN IMPORTANT STEP AND WE NEED TO WORK TOGETHER TO MAKE SURE  
3 THIS PLAN SUCCEEDS. THIS IS ABSOLUTELY IMPERATIVE IN THE  
4 INTEREST OF SAFEGUARDING PATIENT SAFETY. THE UNION AND OUR  
5 MEMBERS AT M.L.K. HARBOR WILL CONTINUE TO DO WHATEVER WORK IS  
6 REQUIRED TO ENSURE THAT EVERY PATIENT AT M.L.K. RECEIVES THE  
7 HIGHEST QUALITY AND MOST COMPASSIONATE CARE AND SERVICES. WE  
8 WILL WORK WITH YOUR BOARD, THE DEPARTMENT OF HEALTH SERVICES  
9 AND OTHER STAKEHOLDERS ON THIS. ANYTHING LESS THAN OUR  
10 GREATEST ENGAGEMENT EFFORT AND COMMITMENT IS NOT SUFFICIENT.  
11 AND WE DO NOT ACCEPT THAT WE CANNOT TRAIN FOR CARING. WE WILL  
12 STOP AT NOTHING TO MOTIVATE, INSPIRE, CHALLENGE AND TRAIN TO  
13 CREATE OUT OF THE MISTAKES AND FAILURES OF THE PAST AN  
14 ENVIRONMENT IN WHICH EVERY PATIENT IS GUARANTEED COMPASSIONATE  
15 CARE. STOPPING OUR WORK BECAUSE IT IS NOT COMPLETE IS NOT AN  
16 OPTION. THE VERY URGENCY OF THE WORK DEMANDS THAT WE SEE IT  
17 THROUGH. WE CAN CHOOSE DEFEATISM OR RISE TO THE CHALLENGE OF  
18 LEADERSHIP. MAKE NO MISTAKE, THE UNION WILL CONTINUE TO HELP  
19 LEAD. IT IS THE MORE DIFFICULT ROAD BUT THE ONLY ACCEPTABLE  
20 ONE. THANK YOU.

21

22 **SUP. YAROSLAVSKY, CHAIRMAN:** THANK YOU, MR. RUTKOFF. MS. OCHOA?

23

24 **KATHY OCHOA:** GOOD AFTERNOON, SUPERVISORS, KATHY OCHOA FROM  
25 S.E.I.U. LOCAL 721, FORMERLY LOCAL 660. S.E.I.U. HAS APPEARED



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 BEFORE THIS BOARD FOR SEVERAL YEARS ON ADVOCATES FOR EXAMPLE,  
2 PRESERVATION OF SERVICES AT RANCHO LOS AMIGOS A NATIONAL  
3 MEDICAL CENTER. FOR A LARGER HOSPITAL AT L.A.C./U.S.C. IN THE  
4 EVENT OF A NATURAL OR A MANMADE DISASTER, FOR THE PRESERVATION  
5 OF CLINIC SERVICES TO REDUCE BURDENS ON E.R. ROOMS IN  
6 COMMUNITIES-- FOR OUR COMMUNITIES THAT ARE MOST IN NEED. AND,  
7 FOR THE PAST SEVERAL YEARS, WE HAVE BEEN WORKING ON K.D.M.C.,  
8 NOW KING HARBOR. IN EACH OF THESE CONTEXTS, WE HAVE WORKED  
9 WITH OUR MEMBERS, OUR COMMUNITY ALLIES, ADVOCATES, ELECTED  
10 OFFICIALS AT ALL LEVELS OF THE GOVERNMENT, D.H.S., THE C.A.O.,  
11 H.R. AND THIS BOARD TO OFFER OUR PERSPECTIVES AND SPECIFIC  
12 POLICY OPTIONS. BRUCE HAS MENTIONED SEVERAL DECISIONS MADE BY  
13 PRIOR ADMINISTRATIONS AND THIS BOARD BUT I THINK THERE ARE  
14 FOUR FACTORS WE SHOULD ALSO KEEP IN MIND SINCE THE  
15 IMPLEMENTATION OF METROCARE. ONE, TECLA MICKOSEFF RESIGNS. SHE  
16 PROJECTS AN ATTITUDE THAT "I'M OUT OF HERE. THIS IS NOT MY  
17 PROBLEM." TWO, PEGGY NAZZARAY AND I HOPE THAT'S THE C.N.O.  
18 WE'RE ALL TALKING ABOUT TODAY, WHO HAS BEEN A C.N.O. FOR SO  
19 LONG, QUITE FRANKLY, SHE'S LOST HER BEDSIDE MANNER. I THINK  
20 MR. MAROQUINN WAS BEING GENEROUS BUT I THINK THAT BRUCE  
21 INHERITED THAT TEAM TO RUN METROCARE. JOHN CHERUB, THE H.R.  
22 DIRECTOR WHO COULD NOT STAND THE HEAT AND WHO GOT OUT OF THE  
23 KITCHEN. IN OTHER WORDS, THREE KEY PLAYERS ON BRUCE'S TEAM TO  
24 MOVE KING DREW EVAPORATED. THEY DIDN'T WANT TO PLAY. THEY  
25 DIDN'T PLAY. I THINK THAT'S IMPORTANT TO KEEP IN MIND. AND,



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 FOUR, A PERVASIVE DEMORALIZATION OF THE WORKFORCE AS 1 IN 3 OF  
2 S.E.I.U. 721 MEMBERS WERE DISPLACED. I HAVE READ THE  
3 CORRECTIVE ACTION PLAN AND I BELIEVE THAT IT IS A VIABLE ONE  
4 TO ADDRESS THE LAPSES THAT C.M.S. CITED AND WE INTEND TO  
5 REINFORCE WITH OUR MEMBERS THE RECOMMENDED STEPS FOR  
6 CORRECTING WHAT WENT AWRY. WE ARE GOING TO ROLL THIS RIGHT  
7 INTO OUR PRE-C.M.S. PLANNING AND WE WILL TALK TO YOU ONE ON  
8 ONE ABOUT OUR POST-C.M.S. PLANNING. THERE ARE A COUPLE OF  
9 ENHANCEMENTS I WOULD LIKE TO ADD...

10

11 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY, JUST PLEASE WRAP IT UP  
12 BECAUSE TIME'S UP.

13

14 **KATHY OCHOA:** ...TO THE CORRECTIVE ACTION PLAN. FIRST, THIS IS-  
15 - IF YOU CAN INDULGE A COUPLE MOMENTS.

16

17 **SUP. YAROSLAVSKY, CHAIRMAN:** WE ARE INDULGING BECAUSE WE  
18 HAVEN'T SEEN IN A LONG TIME SO WE'RE HAPPY TO HAVE YOU BACK.

19

20 **KATHY OCHOA:** YEAH, I'VE BEEN...

21

22 **SUP. YAROSLAVSKY, CHAIRMAN:** BUSY, I KNOW.

23

24 **KATHY OCHOA:** YEAH, I'VE BEEN ON THE GROUND AT KING, HAPPY TO  
25 SAY.



The Meeting Transcript of  
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1

2 **SUP. YAROSLAVSKY, CHAIRMAN:** I KNOW.

3

4 **KATHY OCHOA:** HOWEVER-- OR ELSE IN SACRAMENTO WORKING ON  
5 HEALTHCARE REFORM. SO IF YOU WOULD PLEASE INDULGE ME, I'LL BE  
6 VERY QUICK. THIS IS TO THE CORRECTIVE ACTION PLAN. I REALLY  
7 BELIEVE THAT THE CREATION OF AN OMBUD GROUP SEPARATE FROM THE  
8 PHYSICIAN SPECIALISTS THAT'S CALLED FOR IS ESSENTIAL AT THIS  
9 POINT. GET IT UP. GET IT GOING 24/7, COMPRISED OF SOCIAL  
10 WORKERS WHOSE SOLE INTEREST WOULD BE TO ADDRESS AND TO OFFER  
11 COMFORT TO PATIENTS AS THEY WAIT TO ENTER THEIR PATH TO CARE  
12 AND MADE UP ALSO OF E.M.S. STAFF WHO CAN BREAK DOWN BARRIERS  
13 BASED ON THEIR EXPERTISE AND RELATIONSHIPS, TO TRIAGE PATIENTS  
14 TO SITES OF CARE, TO FIND BEDS IN THE COMMUNITY. WE NEED TO  
15 STRENGTHEN AND REINFORCE THE URGENT CARE FUNCTION TO RELIEVE  
16 PRESSURE ON THE E.R. AND WE NEED TO ROTATE H.R. U.C.L.A. DOCS  
17 INTO THE E.R., SOMETHING WE PREVIOUSLY CALLED FOR BUT WAS  
18 IGNORED SO THAT-- TO MITIGATE THE IMPLOSION THAT WE  
19 ANTICIPATED WHEN TRAUMA WAS CLOSED. SO WE FEEL VERY STRONGLY  
20 ABOUT THIS BECAUSE WE WORKED HARD FOR MEASURE B FUNDS. WE  
21 THINK THERE'S BE-- THIS IS AN APPROPRIATE INVESTMENT AND WE  
22 ARE READY 24/7 TO DO WHAT NEEDS TO BE DONE. I JUST HAVE A  
23 PARTING MESSAGE FOR SUPERVISOR MOLINA AND SUPERVISOR  
24 YAROSLAVSKY. THERE'S ONLY ONE WAY TO KNOW. THERE'S ONLY ONE  
25 WAY YOU CAN UNDERSTAND AND THAT IS TO GET OUT ON THE GROUND



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1 AND VISIT THE HOSPITAL AND TALK TO PEOPLE. ASK THEM WHAT THEY  
2 SAW BEFORE AND WHAT THEY SEE AFTERWARD. I DON'T WAIT AROUND  
3 PASSIVELY FOR DR. CHERNOF'S REPORTS, ALTHOUGH I CERTAINLY NEED  
4 THEM AND I READ EVERY SINGLE ONE OF THEM, AS YOU KNOW. IT'S  
5 IMPORTANT TO GET ON THE GROUND MAYBE THESE LAST COUPLE OF  
6 WEEKS TO GET A SENSE FOR YOURSELF WHAT'S GOING ON IN THE  
7 HOSPITAL. IN UNION LAND, WE HAVE SOMETHING CALLED THIRD-PARTY  
8 THE UNION. OH, THE UNION DOESN'T DO THIS FOR ME-- YOU ARE THE  
9 UNION. SO YOU CAN'T SAY, "BRUCE, YOU DON'T DO THIS FOR ME."  
10 BRUCE IS PART OF THE COUNTY AND YOU ARE THE COUNTY LEADERS. SO  
11 I URGE YOU TO PLEASE GET AROUND THE GROUND AND SEE WHAT'S  
12 GOING ON AT THAT HOSPITAL. SUPERVISOR MOLINA, YOU SAID IT  
13 DOESN'T TAKE ONE MEMBER TO SINK A WHOLE OPERATION JUST LIKE--  
14 OR IT CAN TAKE ONE PERSON TO SINK AN OPERATION, JUST AS IT CAN  
15 TAKE A SINGLE C.N.O. TO SO WOEFULLY COME UP SHORT ON WHAT'S  
16 DESPERATELY NEEDED FOR NURSES. THANK YOU SO MUCH FOR YOUR  
17 TIME.

18

19 **SUP. YAROSLAVSKY, CHAIRMAN:** THANK YOU, KATHY.

20

21 **SUP. MOLINA:** WAIT, I HAVE TO ASK A QUESTION ON THAT BECAUSE I  
22 NOTICE, KATHY, THE COMMENTS YOU MADE WHEN YOU MENTIONED THE  
23 NURSE, SUPERVISING NURSE.

24

25 **KATHY OCHOA:** RIGHT.



The Meeting Transcript of  
The Los Angeles County Board of Supervisors

1

2 **SUP. MOLINA:** WHAT DO YOU MEAN?

3

4 **KATHY OCHOA:** THIS IS WHAT I MEAN. I MEAN THAT WE HAVE,  
5 HISTORICALLY, IN OUR COUNTY-- AND I THINK BRUCE HAS DONE A  
6 TREMENDOUS JOB OF TRYING TO BREAK DOWN SILOS, TRYING TO GET  
7 COUNTY ADMINISTRATORS-- HOSPITAL ADMINISTRATORS TO UNDERSTAND  
8 THAT WE ARE PART OF ONE TEAM. IF ONE PART GOES DOWN, WE ALL GO  
9 DOWN. THERE HAS BEEN A PARTICULAR CHALLENGE THERE, AND I'M  
10 GOING TO BE VERY FRANK HERE, IN THE WAY THE C.N.O. OPERATION  
11 IS...

12

13 **SUP. MOLINA:** IS THIS A BRAND NEW C.N.O.?

14

15 **KATHY OCHOA:** NO, I'M TALKING PEGGY NAZARRAY AT HARBOR, THAT'S  
16 WHO I'M TALKING. I WANTED TO BE SPECIFIC. THE C.N.O...

17

18 **SUP. MOLINA:** BECAUSE HARBOR DOES VERY, VERY WELL WITH ITS  
19 NURSES.

20

21 **KATHY OCHOA:** YEAH, HARBOR HAS BEEN RESPONSIBLE FOR A MAJOR  
22 PORTION OF THE TRAINING.

23

24 **SUP. MOLINA:** I UNDERSTAND. BUT, AT HARBOR, THEY DON'T HAVE THE  
25 60 PERCENT FAILURE.



The Meeting Transcript of  
The Los Angeles County Board of Supervisors

1

2 **SUP. KNABE:** YOU CAN'T BLAME HARBOR FOR THAT.

3

4 **KATHY OCHOA:** I'M NOT BLAMING HARBOR FOR THAT.

5

6 **SUP. MOLINA:** THAT'S WHY I'M TRYING TO UNDERSTAND WHAT YOU  
7 MEAN.

8

9 **KATHY OCHOA:** THERE HAVE BEEN SOME RATHER NONCOMPLIANT  
10 PERSONALITIES IN TRYING TO MOVE A PROGRAM. FOR EXAMPLE...

11

12 **SUP. MOLINA:** WHO CARES ABOUT THEIR PERSONALITY?

13

14 **KATHY OCHOA:** WELL, LET'S JUST SAY THAT, WHEN WE WENT IN TO  
15 L.A.C./U.S.C., THE UNION, OUR JOINT LABOR MANAGEMENT TRAINING  
16 PROGRAM, WE HAD A HIGHLY COOPERATIVE C.N.O. WHO ALLOWED US TO  
17 ADDRESS THE DIALYSIS SITUATION.

18

19 **SUP. MOLINA:** KATHY, I DON'T CARE IF THE TEACHER IS MEAN OR  
20 NICE OR INDIFFERENT. ALL I CARE ABOUT IS THAT THEY HAVE TO  
21 PASS THE TEST.

22

23 **KATHY OCHOA:** SO MAYBE YOU CAN CLARIFY SOMETHING FOR ME.

24

25 **SUP. MOLINA:** SURE.



The Meeting Transcript of  
The Los Angeles County Board of Supervisors

1

2 **KATHY OCHOA:** WHICH C.N.O. WERE YOU TALKING ABOUT?

3

4 **SUP. MOLINA:** I'M JUST TALKING ABOUT THE ONE THAT YOU MADE THE  
5 FIGURE ABOUT.

6

7 **KATHY OCHOA:** OKAY. THEN WE'RE TALKING ABOUT THE SAME PERSON.

8

9 **SUP. MOLINA:** ALL RIGHT. SO THE ISSUE IS, IS WHO CARES WHAT HER  
10 PERSONALITY PROBLEM IS?

11

12 **KATHY OCHOA:** WELL, WHY DO YOU WANT TO DRAG HER DOWN HERE?

13

14 **SUP. MOLINA:** SHE'S VERY-- HUH?

15

16 **KATHY OCHOA:** WHY DO YOU WANT HER DOWN HERE TO REPORT TO YOU IF  
17 WHO CARES? OF COURSE, WE NEED TO CARE ABOUT THAT.

18

19 **SUP. MOLINA:** BUT CARE ABOUT WHAT? ALL I CARE ABOUT IS THAT  
20 THEY PASS THE TEST, THEY PASS THE TEST AT HARBOR.

21

22 **KATHY OCHOA:** LET ME JUST BACKTRACK. I'M NOT TALKING ABOUT  
23 HARBOR AS A SEPARATE ENTITY OR...

24

25 **SUP. MOLINA:** BUT SHE'S THE C.N.O. THERE.



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1

2 **KATHY OCHOA:** LISTEN, I'M NOT TALKING ABOUT-- I'M TALKING ABOUT  
3 METROCARE. THAT'S-- WHAT WE'RE EXPECTING THIS HYBRID ENTITY  
4 HERE.

5

6 **SUP. MOLINA:** AND THAT HYBRID HAS THE SAME C.N.O.

7

8 **KATHY OCHOA:** I WILL GO BACK AND I KNOW THAT THERE ARE  
9 ULTIMATE-- JUST AS ANTOINETTE WAS NOT TECLA'S PEER. TECLA WAS  
10 ON THE TOP. I WILL GO BACK AND DOUBLE CHECK MY ORG CHART AND,  
11 IF I'M WRONG, THEN MAYBE I'M BADLY MISTAKEN THAT PEGGY  
12 NAZZARAY HAS NO ROLE IN THIS. I DO KNOW-- I CAN SPEAK FROM  
13 FACT THAT THE C.N.O. AT KING HARBOR, DELONE PASCASIO, CAME IN  
14 THERE AND HAS DONE EVERYTHING IN HER POWER TO TRAIN AND WE  
15 WOULD EXPECT A HIGHER LEVEL OF COOPERATION AND INTEGRATION  
16 BETWEEN THOSE PARTIES AND...

17

18 **SUP. BURKE:** ALONG THE SAME LINE AS MIGUEL?

19

20 **KATHY OCHOA:** PARDON ME?

21

22 **SUP. BURKE:** SHE'S ON THE SAME LINE AS MIGUEL IS. PEGGY IS.

23

24 **KATHY OCHOA:** WHO, ANTOINETTE?

25



The Meeting Transcript of  
The Los Angeles County Board of Supervisors

1 SUP. BURKE: PEGGY IS.

2

3 KATHY OCHOA: PEGGY IS. AND IS ANTOINETTE ALSO, JUST TO CONFIRM  
4 FOR ME?

5

6 SUP. BURKE: YES, SHE'S ON THE SAME LINE.

7

8 KATHY OCHOA: OKAY. WELL, I WILL BRING A ROOM FULL OF NURSES  
9 NEXT WEEK TO TALK TO YOU ABOUT THE COMPETENCY PIECE. IN FACT,  
10 WE WERE CALLED OUT OF ORDER LAST WEEK BECAUSE, HAD WE BEEN  
11 CALLED IN AT THE END, WE COULD HAVE SAVED YOU AN HOUR'S WORTH  
12 OF DISCUSSION BY TELLING YOU THAT TESTS ARE ACTUALLY  
13 CONDUCTED. YOU DON'T GO TO THE COMPETENCY TRAINING AND TAKE...

14

15 JOSHUA RUTKOFF: PEOPLE MUST DEMONSTRATE COMPETENCY, THAT'S THE  
16 BOTTOM LINE. THIS IS ABOUT RESULTS. THAT'S WHY WE'RE ALL HERE.

17

18 SUP. MOLINA: BUT IS THAT DIFFERENT AT HARBOR?

19

20 JOSHUA RUTKOFF: MY UNDERSTANDING IT'S THE SAME. BUT THE POINT  
21 IS, WHEN SOMEONE IS DEEMED TO BE COMPETENT, IT'S BECAUSE THEY  
22 DEMONSTRATED SUCH NOT BECAUSE THEY TOLD SOMEONE THEY WERE.

23

24 KATHY OCHOA: RIGHT, THAT WAS THE HOUR LONG DISCUSSION LAST  
25 WEEK, RIGHT?



The Meeting Transcript of  
The Los Angeles County Board of Supervisors

1

2 **SUP. MOLINA:** BUT I'M ASKING, WHAT IS THE DIFFERENCE? IF I COME  
3 AND SAY, "I'M A COMPETENT NURSE"...

4

5 **JOSHUA RUTKOFF:** IT'S NOT FOR THE INDIVIDUAL NURSE TO CALL  
6 THEMSELVES COMPETENT, SUPERVISOR. IT'S FOR THEM TO BE DEEMED  
7 COMPETENT BY THE PERSON WHO IS ADMINISTERING THE TEST.

8

9 **SUP. MOLINA:** ALL RIGHT. THEN THAT GOES BACK-- IS THAT NOT THE  
10 SAME STANDARD?

11

12 **JOSHUA RUTKOFF:** WE HOPE IT IS.

13

14 **SUP. MOLINA:** OKAY. THEN WHY IS IT THAT, AT MARTIN LUTHER KING,  
15 ONLY 610 PERCENT-- 60 PERCENT OF THEM ARE NOT PASSING  
16 COMPETENCY?

17

18 **JOSHUA RUTKOFF:** I DON'T KNOW WHY YOU'RE ADDRESSING THE  
19 QUESTION TO US. WE'RE TRYING TO FIGURE OUT HOW WE CAN ACHIEVE  
20 FULL COMPETENCY FOR EVERYONE. THAT'S THE MANDATE. THAT'S WHY  
21 WE'RE ALL HERE.

22

23 **SUP. MOLINA:** IT'S JUST THAT KATHY MADE A STATEMENT ABOUT THE  
24 C.N.O.

25



The Meeting Transcript of  
The Los Angeles County Board of Supervisors

1 **KATHY OCHOA:** I DID. BECAUSE WE ARE...

2

3 **SUP. MOLINA:** I'M TRYING TO UNDERSTAND AND I DON'T CARE  
4 WHATEVER HER PERSONALITY PROBLEMS ARE. MY INTEREST IS, LET'S  
5 GET A C.N.O. IN THERE WHO CAN GET THESE NURSES TO PASS BASIC  
6 COMPETENCY.

7

8 **KATHY OCHOA:** SO THIS IS WHAT I'M SUGGESTING. LET'S GET A  
9 C.N.O. IN THERE WHO COMMITS TO WORKING WITH THE UNION. WE HAVE  
10 DONE-- HERE'S THE LIST OF TRAININGS THAT WE HAVE DONE WITH  
11 VERY POSITIVE OUTCOMES.

12

13 **SUP. MOLINA:** BUT, KATHY, THIS IS NOT AN ISSUE-- LOOK, IT'S NOT  
14 AN ISSUE OF COLLECTIVE BARGAINING. I MEAN, IT'S JUST LIKE WHEN  
15 JIMMY CAN'T PASS HIS MATH TEST, OKAY? IT'S NOT A LABOR ISSUE.  
16 IT'S AN ISSUE BETWEEN JIMMY AND HIS TEACHER.

17

18 **KATHY OCHOA:** EXACTLY. AND CERTAIN TEACHERS GET BETTER RESULTS.

19

20 **SUP. MOLINA:** WAIT, WAIT, WAIT. KATHY? THIS IS THE SAME THING.

21

22 **KATHY OCHOA:** AND CERTAIN TEACHERS GET BETTER RESULTS BASED ON  
23 THEIR-- OBVIOUSLY, THERE'S SOMETHING WRONG WITH DID  
24 METHODOLOGY THAT 60 PERCENT ARE FAILING. THERE'S GOT TO BE A  
25 METHODOLOGY FACTOR IN THERE. THE DELIVERY, THE DESIGN OF THE



**The Meeting Transcript of  
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1 CURRICULUM, WHETHER OR NOT THE UNIONS ENGAGE, AND THIS IS NOT  
2 TALKING ABOUT COLLECTIVE BARGAINING, GLORIA. THIS IS TALKING  
3 ABOUT HOW DO WE PARTNER FOR THE MOST EFFECTIVE OUTCOMES? AND  
4 ONE OF OUR MAIN BARRIERS SINCE THE INCEPTION OF H.C.W.D.P. HAS  
5 BEEN C.N.O. NAZZARAY. "MY WAY OR THE HIGHWAY." SO I GUESS WE  
6 AGREE. YOU NEED TO HAVE HER IN HERE.

7

8 **SUP. ANTONOVICH:** BUT PASSING A TEST IS DIFFERENT THAN-- I  
9 MEAN, IF YOU'RE TAKING AN OBJECTIVE TEST, IT'S THE SAME TEST  
10 THAT EVERY, LET'S SAY, NURSE IS TAKING. IT'S NOT A SELECTIVE  
11 TEST FOR EACH HOSPITAL, IS IT?

12

13 **KATHY OCHOA:** WELL, I DON'T KNOW. I HAVEN'T SEEN THAT  
14 CURRICULUM. BUT I WOULD ASSUME IT WOULD BE TAILORED TO THE  
15 LEARNING, THE ADULT LEARNING LEVELS, PEOPLE WHO ARE COMING  
16 FROM DECADES OF NEGLECT, WHO WERE NEVER TRAINED IN THE PAST.

17

18 **SUP. ANTONOVICH:** BUT THEY HAVE HAD TO PASS A STATE TEST TO BE  
19 LICENSED, RIGHT?

20

21 **KATHY OCHOA:** RIGHT. REGULARLY.

22

23 **SUP. ANTONOVICH:** REGULARLY. SO IF THERE'S A ERROR RATE HIGHER  
24 AT ONE HOSPITAL THAN THE OTHERS AND IT'S THE SAME TEST...

25



The Meeting Transcript of  
The Los Angeles County Board of Supervisors

1 **KATHY OCHOA:** I WOULD SAY DON'T BLAME IT ON THE NURSES. I WOULD  
2 SAY LET'S LOOK AT THE WHOLE-- WHAT GOES INTO THAT INSTRUCTION?  
3 FROM THE PERSON WHO LEADS IT TO THE FEEDBACK FROM THE OUTCOMES  
4 OF THE PEOPLE WHO PASS. THERE IS A BREAKDOWN IN THAT ROLLOUT  
5 OF TRAINING. WHETHER IT'S METHODOLOGY, DELIVERY, TURNOUT,  
6 GETTING PEOPLE THERE, KEEPING THEIR MORALE UP, REINFORCEMENT.  
7 I MEAN THERE'S A WHOLE CHAIN THERE, RIGHT? AND SO THAT'S WHAT  
8 I'M SUGGESTING. I MEAN, CLEARLY, WE KNOW THERE'S A BREAKDOWN  
9 THERE. I THINK...

10

11 **SUP. KNABE:** WELL, IT'S WORKING AT HARBOR, HER METHOD'S WORKING  
12 AT HARBOR.

13

14 **SUP. BURKE:** THE PROBLEM IS WHETHER OR NOT THE PERSON WHO IS IN  
15 CHARGE IS ACTUALLY IN CHARGE AT MARTIN LUTHER KING HARBOR,  
16 WHETHER OR NOT THAT PERSON IS IN CHARGE OF THE SAME KIND OF  
17 TESTING AND CURRICULUM. I THINK THAT'S THE ISSUE. HAS SHE BEEN  
18 THERE? HAS SHE LOOKED AT IT? AND SHE'S OBVIOUSLY-- SHE DOES AN  
19 EXCELLENT JOB AT HARBOR.

20

21 **KATHY OCHOA:** RIGHT, SHE DOES.

22

23 **SUP. BURKE:** IS SHE WILLING TO GO TO M.L.K. HARBOR AND DO THE  
24 SAME KIND OF TESTING AND PREPARATION? THAT'S THE ISSUE, I  
25 GUESS.



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1

2 **SUP. KNABE:** BUT SHE'S SAYING SHE DOESN'T WANT HER THERE.

3

4 **KATHY OCHOA:** NO, THAT'S NOT WHAT I'M SAYING. I'M SAYING THAT--  
5 I'M SAYING-- I WANT TO CLARIFY THIS. SUPERVISOR KNABE, WHAT I  
6 AM SAYING IS THAT THERE ARE SEVERAL FACTORS, SINCE THE  
7 PRESENTATION OF THE METROCARE PLAN, THAT I THINK HAVE IMPACTED  
8 ITS ROLLOUT. I WAS SUGGESTING THAT KEY MEMBERS OF THE TEAM WHO  
9 WERE CALLED TO STEP UP TO DUTY TO IMPLEMENT THIS PLAN, KITCHEN  
10 WAS TOO HOT, I'M OUT OF HERE, I'VE GOT MY OWN HOSPITAL TO RUN.  
11 THAT IS MY CONTEXT.

12

13 **SUP. KNABE:** I UNDERSTAND THAT. BUT, I MEAN, THE POINT IS, THIS  
14 IS NOT AN ISSUE OF METROCARE RIGHT NOW. THIS IS THE ISSUE OF  
15 SAVING A HOSPITAL AND HAVING EVERYBODY DO THE RIGHT THING.

16

17 **KATHY OCHOA:** I AGREE. AND WE ARE THERE, SUPERVISOR, AS WE WERE  
18 FOR YOU ON RANCHO 24/7 AS YOU MAY NEED US, AT YOUR BECK AND  
19 CALL.

20

21 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY. THANK YOU. APPRECIATE ALL  
22 YOUR EFFORTS. ARNOLD SACHS AND DR. CLAVREUL, COME DOWN HERE,  
23 TOO. ARNOLD SACHS?

24



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 **ARNOLD SACHS:** GOOD AFTERNOON, COUNTY BOARD OF SUPERVISORS.  
2 VERY INTERESTING DISCUSSION. I'D LIKE TO THANK YOU, SUPERVISOR  
3 MOLINA, FOR READING TODAY'S TIMES AND BRINGING UP THE POINT  
4 WITH THE FAILURE OF THE NURSES. AND THE FACT-- WHAT YOU DIDN'T  
5 MENTION WAS THAT THIS REPORT WAS TAKEN IN APRIL SO ALL THESE  
6 TESTINGS THAT HAD SUPPOSEDLY BEEN TAKEN AND ALL THIS REMEDIAL  
7 TRAINING STILL HASN'T COME THROUGH. BUT WHAT I GOT OUT OF THIS  
8 IS THAT, FROM THE PEOPLE THAT ADDRESSED YOU, WAS THAT THERE'S  
9 A HIGHER STANDARD OF QUALIFICATION AT HARBOR U.C.L.A. GENERAL  
10 THAN THERE IS AT M.L.K. AND I'M WONDERING IF THERE'S HIGHER  
11 QUALIFICATION STANDARDS AT COUNTY U.S.C. AND RANCHO AND HIGH  
12 DESERT HOSPITAL. I'M ALSO CONCERNED WITH-- IF-- THIS IS THE  
13 SITUATION, THE STUDENTS FROM KING DREW MEDICAL SCHOOL WERE  
14 BEING TRAINED BY THESE PEOPLE WHO WERE UNQUALIFIED AND THEY'RE  
15 GOING OUT ON THE FIELD TO BECOME DOCTORS, THERE'S A REAL  
16 DOUBLE STANDARD HERE. BUT I'D ALSO LIKE TO POINT OUT THAT YOU  
17 SHOULD NOT HOLD YOURSELVES ABOVE THIS FRAY. YOU MENTIONED FOUR  
18 YEARS AND FIVE YEARS OF HAVING THESE REPORTS COME IN. C.M.S.  
19 WAS DOING INSPECTIONS AND GIVING D MINUSES AND D MINUSES AND D  
20 MINUSES FOR OVER SIX, SEVEN, EIGHT YEARS AND THERE WAS NO REAL  
21 PLAN TO DO ANYTHING EXCEPT PUT A BAND-AID OVER THE BADGE. THE  
22 REASON YOU'RE HERE AND THE REASON WHY THIS PLAN IS IN PROCESS  
23 IS BECAUSE SOMEBODY FROM C.M.S. FINALLY DECIDED TO CUT UP TO  
24 \$200 MILLION THAT YOU'RE GETTING FROM THE GOVERNMENT. AND,  
25 WITHOUT THAT MONEY, THE HOSPITAL CANNOT STAY OPEN. AND THAT'S



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1 A REAL PROBLEM. AND WHO KNOWS HOW MUCH OF THAT MONEY ACTUALLY  
2 WENT TO BEING SPENT ON KING DREW, WHY THAT HOSPITAL IS SO FAR  
3 BEHIND THE OTHER COUNTY FACILITIES.

4

5 **SUP. YAROSLAVSKY, CHAIRMAN:** ALL RIGHT. MR. BRISTER?

6

7 **CHARLES BRISTER:** THANK YOU. I WAS READING WHERE NEARLY 200,000  
8 PREVENTABLE DEATHS OCCUR IN HOSPITALS AROUND THE COUNTRY EVERY  
9 YEAR. 200,000. VERY FEW OF THOSE HAPPENED AT MARTIN LUTHER  
10 KING. BUT WE ONLY SEEM TO HEAR ABOUT DEATHS AT MARTIN LUTHER  
11 KING. WHEN'S THE LAST TIME ANY OF YOU HAVE HEARD A DEATH AT  
12 ANOTHER HOSPITAL? OR READ A STORY IN THE L.A. TIMES ABOUT A  
13 DEATH AT ANOTHER HOSPITAL? I TAKE THE SILENCE AS YOU CAN'T  
14 THINK OF ONE. OKAY, VIRGINIA MASON UP IN SEATTLE HAD TWO  
15 CASES. ONE CASE IS WHERE A PATIENT WAS LIT ON FIRE WHILE HE  
16 WAS ON THE OPERATING TABLE. THEY PUT ALCOHOL ON HIM, THEN PUT  
17 A CATHETER HIM TO CAUTERIZE IT TO HIM AND HE LIT ON FIRE AND  
18 DIED RIGHT THERE ON THE OPERATING TABLE. ANOTHER CASE AT  
19 VIRGINIA MASON. THEY INJECTED A WOMAN WITH CLEANSING FLUID,  
20 CLEANING FLUID AND SHE DIED. NOW, IMAGINE IF THESE CASES  
21 HAPPENED AT MARTIN LUTHER KING. IT WOULD BE WORLDWIDE NEWS,  
22 RIGHT? BUT YOU DON'T HEAR ABOUT THIS THAT HAPPENS AT OTHER  
23 HOSPITALS. SO WE HAVE TO ASK OURSELVES, WHY IS THIS? IS IT DUE  
24 TO RACISM? IS THERE RACIST COVERAGE BY THE L.A. TIMES AND  
25 OTHER PEOPLE WHO ONLY FOCUS ON KING, DON'T TALK ABOUT THE



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1 THOUSANDS OF PEOPLE THAT ARE SAVED AT KING? AND, IF THAT'S THE  
2 FACT, THEN DOES THAT DISTORT THE REALITY OF THE CARE AT KING?  
3 I UNDERSTAND THAT THERE'S 45,000 PATIENTS THAT GO THROUGH THE  
4 EMERGENCY ROOM EACH YEAR AND MOST OF THEM RECEIVE GOOD  
5 TREATMENT. YOU ALSO HAVE TO LOOK AT YOUR OWN RECORD, THE  
6 DECISIONS YOU'VE MADE AS SUPERVISORS OVER THE LAST FOUR OR  
7 FIVE YEARS AND ASK HAVE THEY BEEN GOOD DECISIONS? TAKING OUT  
8 THE TRAUMA CENTER, WHICH WAS CONSIDERED ONE OF THE BEST IN THE  
9 COUNTRY, A GOOD DECISION? WAS CUTTING BACK ON THE NUMBER OF  
10 BEDS A GOOD DECISION? WAS HIRING NAVIGANT A GOOD DECISION? SO  
11 YOU WANT TO TAKE A LOOK AT YOUR OWN DECISIONS-- EVALUATE YOUR  
12 OWN DECISIONS AND ASK, HAVE THERE BEEN BENEFITS TO THE  
13 HOSPITAL? ALSO, BARBARA VICTOR IS HERE, I UNDERSTAND SHE'S THE  
14 MEDICAL DIRECTOR IN CHARGE OF THE PRIVATELY OWNED EMERGENCY  
15 COMPANY THAT TAKES CARE OF THE EMERGENCY HOSPITAL, IS SHE HERE  
16 TODAY AND HAVE YOU GUYS ASKED HER QUESTIONS ABOUT WHAT  
17 HAPPENED TO MS. RODRIGUEZ? WHY WASN'T SHE TAKEN CARE OF?

18

19 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY, THANK YOU, MR. BRISTER. DR.  
20 CLAVREUL?

21

22 **DR. GENEVIEVE CLAVREUL:** GOOD AFTERNOON, BOARD OF SUPERVISORS.  
23 DR. GENEVIEVE CLAVREUL. YOU KNOW, I'M GOING TO BE NICE AND I'M  
24 NOT GOING TO SAY I TOLD YOU SO. YOU KNOW, I HAVE BEEN HERE  
25 ALMOST EVERY WEEK, EVERY WEEK POINTING OUT THAT YOU ARE NOT



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1 BEING TOLD THE TRUTH AND I WAS NEVER ASKING YOU TO TAKE MY  
2 WORD FOR IT. I WAS ASKING YOU TO FOLLOW UP ON MY  
3 PRESENTATIONS. PERSONALLY, I CANNOT BELIEVE WHAT'S GOING ON.  
4 EVEN TODAY, YOU WERE TOLD NUMEROUS AMOUNT OF LIES. AND TO HAVE  
5 NOT THE C.N.O. HERE IS APPALLING. THE CHIEF NURSING OFFICER IS  
6 THE ONE WHO IS RESPONSIBLE FOR QUALITY OF CARE. BEYOND  
7 ANYTHING ELSE, THE NURSE IS THE PATIENT ADVOCATE. AND I WILL  
8 BE SHARING AN ARTICLE WITH YOU ABOUT BEING THE PATIENT  
9 ADVOCATE. THE PEOPLE WHO ARE HERE TODAY ARE NOT TRULY THE  
10 PATIENT ADVOCATE. THE NURSE IS. BY OUR LICENSE, WE ARE  
11 MANDATED TO BE THE PATIENT ADVOCATE. THERE SHOULD HAVE BEEN A  
12 NURSE HERE. AND WHEN I SEE, YOU KNOW, THE CORRECTION, OH, I'VE  
13 BEEN SENT A LETTER OF EXPECTATION. EXCUSE ME? WHAT KIND OF--  
14 WHAT DOES THAT MEAN, LETTER OF EXPECTATION? THAT MEAN  
15 FOLLOWING THE POLICIES AND PROCEDURES BECAUSE YOU'RE SUPPOSED  
16 TO DO THAT ANYWAY? THAT'S ABSURD. AND TO SAY THAT, YOU KNOW,  
17 EMERGENCY ROOM AND A WAITING ROOM THAT DO NOT MAKE ROUNDS? AND  
18 NOW IT'S GOING TO BE BIG PROGRESS. THEY'RE GOING TO MAKE IT  
19 EVERY EIGHT HOURS. DO YOU KNOW HOW MANY PATIENTS CAN DIE IN  
20 EIGHT HOURS IF THEY ARE NOT SUPERVISED IN AN EMERGENCY ROOM? I  
21 HAVE NEVER HEARD OF THAT. YOU KNOW, I HAVE BEEN A DIRECTOR OF  
22 NURSES. EVEN AS A DIRECTOR OF NURSES, I MADE ROUNDS MYSELF IN  
23 THE WAITING ROOM AND I SURELY MADE SURE THAT MY EMPLOYEES DID,  
24 TOO. THAT'S APPALLING. AND THINK THAT WE ARE MAKING PROGRESS  
25 BY EVERY EIGHT HOUR? UNBELIEVABLE. AND TO HAVE THE STATEMENT



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1 FROM DR. CHERNOF THAT THEY COULDN'T GIVE YOU ANY PRECISE  
2 INFORMATION BECAUSE IT HAD NEVER ABOUT DONE BEFORE. EXCUSE ME?  
3 H.C.H., TENET, ALL THOSE HOSPITAL CORPORATIONS DO THAT EVERY  
4 DAY OF THE WEEK. THEY BUY A HOSPITAL. THEY MERGE THEIR  
5 MANAGEMENT. THEY TRAIN THE PEOPLE. AND THEY DO IT IN A VERY  
6 SHORT PERIOD OF TIME. SO, YOU KNOW, PLEASE LISTEN TO SOME  
7 PEOPLE. NAVIGANT WAS NOT QUALIFIED TO DO THE JOB. I TOLD YOU  
8 THAT REPEATEDLY...

9

10 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY. THANK YOU.

11

12 **DR. GENEVIEVE CLAVREUL:** BUT I WANT TO TELL YOU SOMETHING. FOR  
13 YOUR INFORMATION, I TALKED TO ONE OF THE V.P. OF NAVIGANT. AND  
14 YOU KNOW WHAT THEY TOLD ME? I WAS TOTALLY CORRECT. THEY WERE  
15 NOT COMPETENT TO DO THAT JOB. AND YOU PAID THEM \$18 MILLION.

16

17 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY. THANK YOU.

18

19 **DR. GENEVIEVE CLAVREUL:** TWO SETS OF PAPER FOR YOU.

20

21 **SUP. YAROSLAVSKY, CHAIRMAN:** THAT TAKES CARE OF THE PUBLIC  
22 COMMENT ON THAT ITEM. WE'RE GOING TO CONTINUE ITEMS 10 AND 11  
23 AT THE REQUEST OF THE C.A.O. AND THE LATENESS OF THE DAY.  
24 WE'VE HAD A NUMBER OF PEOPLE WHO ASKED TO BE HEARD ON THEM AND  
25 I'M GOING TO ASK THAT THEY STAND DOWN TODAY BECAUSE THE



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1 TESTIMONY, WE'RE GOING TO HEAR IT AGAIN NEXT WEEK DUE TO THE  
2 LATENESS OF THE DAY. AND I KNOW THAT THERE ARE SOME WHO AREN'T  
3 HERE EVERY DAY. MS. OCAMB, I KNOW YOU'RE HERE. I WILL ASSURE  
4 YOU THAT YOU WILL BE THE FIRST UP TO TESTIFY NEXT WEEK ON THIS  
5 ITEM IF YOU'LL COME BACK NEXT WEEK. IS THAT ALL RIGHT? [  
6 INAUDIBLE ]

7

8 **SUP. YAROSLAVSKY, CHAIRMAN:** WELL, DO YOU KNOW WHAT? WHY DON'T  
9 YOU COME UP HERE BECAUSE YOU AREN'T HERE EVERY WEEK AND I  
10 APPRECIATE THAT SO WHY DON'T WE HEAR FROM YOU AND THEN WE'LL  
11 PUT THIS OVER. WE'RE NOT GOING TO ACT ON IT TODAY. IT WOULD  
12 HAVE BEEN A LITTLE NASTY TO HAVE YOU SIT HERE 'TIL QUARTER TO  
13 4:00, HUH? EVEN I'M NOT THAT BAD.

14

15 **KAREN OCAMB:** SIX HOURS-- DON'T I GET 3? THIS IS A DIFFERENT  
16 ITEM.

17

18 **SUP. YAROSLAVSKY, CHAIRMAN:** WHY DON'T YOU JUST SEE WHAT YOU  
19 CAN DO. WE WILL BE REASONABLE.

20

21 **KAREN OCAMB:** OKAY, THANK YOU. MY NAME IS KAREN OCAMB AND I'M  
22 THE NEWS EDITOR FOR IN LOS ANGELES MAGAZINE AND TODAY I'M ALSO  
23 REPRESENTING THE L.A. PRESS CLUB. WE WANT TO EXPRESS OUR  
24 SUPPORT FOR SUPERVISOR ANTONOVICH'S MOTIONS 10 AND 11. WHILE  
25 YOU MAY THINK THAT YOUR OPEN GOVERNMENT POLICY IS FAITHFULLY



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1 FOLLOWED, TWO WEEKS AGO IT BECAME CLEAR THAT YOU AND I WERE  
2 NOT SURE EXACTLY WHAT THAT POLICY COVERS. IT IS LOGICAL TO  
3 ASSUME THAT THE SAME CONFUSION INFUSES THE MANY LAYERS OF  
4 BUREAUCRACY. YOU HAVE A CHECKERED HISTORY OF COMPLIANCE WITH  
5 THE BROWN ACT AND HAVE SUFFERED FROM BAD ADVICE PREVIOUSLY  
6 FROM YOUR COUNTY COUNSEL. WE ARE VERY CONCERNED THAT CLUSTER  
7 MEETINGS COULD BE DESIGNATED INFORMATIONAL OR ADMINISTRATIVE  
8 AND STAMPED CONFIDENTIAL WHEN, IN FACT, THEY ARE SECRET POLICY  
9 DISCUSSIONS. A FEW YEARS AGO, I WROTE A SERIES OF  
10 INVESTIGATIVE STORIES ON O.A.P.P. AND I RELIED HEAVILY ON  
11 INFORMATION REPORTED OUT OF THE HEALTH DEPUTY'S MEETINGS.  
12 ACCESS TO THE MEETINGS AND YOUR DEPUTIES ENSURED ACCURACY IN  
13 MY REPORTING AND MY ABILITY TO BETTER SERVE MY READERSHIP.  
14 ACCESS HELPS ENSURE ACCURACY. AND WE'VE HEARD A LOT OF HOW  
15 IMPORTANT THAT IS TODAY. MR. JANSSEN HANDED ME A MEMO TODAY OF  
16 THE BETTER OUTLINES THAT CLARIFIES THE ADMINISTRATIVE  
17 STRUCTURE AND I'M HEARTENED TO SEE, FROM MY CURSORY OVERVIEW,  
18 A NUMBER OF POSITIVE POINTS. IN PARTICULAR, I'M GLAD TO SEE  
19 THAT THE AGENDA REVIEW AND POLICY PLANNING MEETINGS CALLED BY  
20 DEPUTY C.E.O.S WOULD BE PLACED UNDER THE BROWN ACT AND WE LOOK  
21 FORWARD TO JOINING IN THAT-- IN THE DISCUSSION TO DEVELOPING A  
22 NEW POLICY CONSISTENT WITH THE BROWN ACT AND EXISTING POLICY.  
23 ALONG THOSE LINES, I WOULD ASK THAT ONE DEPUTY C.E.O. BE  
24 DESIGNATED AS AN OMBUDSPERSON, SOMEONE TO SERVE AS A GO  
25 BETWEEN BETWEEN REPORTERS AND MEMBERS OF THE PUBLIC, MANY OF



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1 WHOM COMPLAINED TODAY, AND C.E.O.'S OFFICE TO ACT ON  
2 COMPLAINTS ABOUT THE BROWN ACT AND PUBLIC RECORDS ACT  
3 VIOLATIONS. WE BELIEVE THAT THE INTENT OF SUPERVISOR  
4 ANTONOVICH'S MOTIONS ARE TO ENSURE THAT YOU AND YOUR  
5 ADMINISTRATIVE STRUCTURE COMPLY WITH GOOD, OPEN GOVERNMENT  
6 POLICIES. WE THANK HIM FOR HIS COMMITMENT TO TRANSPARENCY.

7

8 **SUP. YAROSLAVSKY, CHAIRMAN:** THANK YOU.

9

10 **KAREN OCAMB:** AND COME BACK NEXT WEEK? IS THAT WHAT YOU'RE  
11 SAYING?

12

13 **SUP. YAROSLAVSKY, CHAIRMAN:** YOU'VE BEEN HEARD. WE'LL SEE WHAT  
14 HAPPENS NEXT WEEK. THIS ITEM WILL BE CONTINUED NEXT WEEK,  
15 ITEMS 10 AND 11. WE HAVE PUBLIC COMMENT NOW. IS DENESE GORDEN  
16 HERE? COME ON DOWN. LEONARD ROSE? EDWARD GUERRERO. NOT HERE.  
17 AND BURON BOBBITT? WE'RE GOING TO CONTINUE ITEM 101 TO NEXT  
18 TUESDAY AS WELL BUT WE HAVE A CLOSED SESSION ITEM THAT IS  
19 TANGENTIALLY RELATED TO IT. WELL, HANG ON A SECOND. WHICH  
20 COUNSEL SAID?

21

22 **CLERK SACHI HAMAI:** RAY. MR. FORTNER. MAYBE LEELA COULD ADDRESS  
23 IT ON ITEM 101. IT WAS MY UNDERSTANDING IT WAS TO BE CONTINUED  
24 ONE WEEK.

25



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1 **LEELA KAPUR:** THAT'S THE SECRETARY OF STATE ITEM?

2

3 **CLERK SACHI HAMAI:** YES.

4

5 **LEELA KAPUR:** YES, WAS TO BE CONTINUED ONE WEEK.

6

7 **SUP. YAROSLAVSKY, CHAIRMAN:** ALL RIGHT. FINE. THEN THAT WILL BE  
8 CONTINUED ONE WEEK. MS. GORDON? MS. DENESE GORDEN?

9

10 **DENESE GORDEN:** THANK YOU. GOOD AFTERNOON, HONORABLE BOARD OF  
11 SUPERVISORS. MY NAME IS DENESE GORDEN. THE REASON WHY I CAME  
12 TODAY IS BECAUSE I HAVE A PROBLEM WITH THE DEPARTMENT OF  
13 CHILDREN AND FAMILY SERVICES. BASICALLY, MY PROBLEM STARTED  
14 THREE WEEKS AGO. I WAS ENROLLED AT TRADE TECH TO TAKE THE MAP  
15 CLASS FOR FOSTER CARE AND I SIGNED UP AND I GOT A LETTER  
16 SAYING TO COME AT A CERTAIN TIME AND I DID GET TO TRADE TECH  
17 AT 6:00 BUT I WAS-- ACTUALLY, I WAS 10 MINUTES LATE BECAUSE OF  
18 THE TRAFFIC AND THE PARKING. SO, WHEN I GOT THERE, THEY TOLD  
19 ME-- AND I HAD TO CLIMB UP A FLIGHT OF STAIRS. THEY TOLD ME I  
20 COULD NOT BE ADMITTED INTO THE MAP CLASS. SO I ASKED THEM WHY.  
21 AND, BASICALLY, THE SOCIAL WORKER STOOD IN THE DOOR AND ALMOST  
22 WOULDN'T LET ME IN THE CLASS BUT I WAS OUT OF BREATH AND I  
23 NEEDED TO SIT DOWN I NEED TO TAKE SOME MEDICINE. SO I GOT IN  
24 THE CLASS AND I WAS TREATED VERY BADLY BY THE SOCIAL WORKER. I  
25 ASKED HIM WHY I HAD TO LEAVE. COULD I NOT AUDIT THE CLASS?



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1 BECAUSE I'VE BEEN IN MANY CLASSES WHERE YOU COULD JUST AUDIT.  
2 SO, TO MAKE A LONG STORY SHORT, I GUESS MY TIME IS RUNNING  
3 OUT, I SAT THERE AND THEN, AT THE BREAK, HE TOLD ME TO GET OUT  
4 OF THE CLASSROOM. HE EMBARRASSED ME IN FRONT OF EVERYBODY AND  
5 I FELT BAD. SO I DID LEAVE. SO THE NEXT DAY, I CALLED THE  
6 OMBUDSMAN. AND THE OMBUDSMAN GAVE ME THE TELEPHONE OF HIS  
7 SUPERVISOR. HIS SUPERVISOR'S SUPERVISOR, HIS SUPERVISOR'S  
8 SUPERVISOR AND I GOT ALL THE WAY UP TO THE DEPUTIES. AND THEN  
9 THE DEPUTY ASSISTANT CALLED ME BACK AND SHE SAID, "WELL  
10 DENESE, DON'T WORRY ABOUT TAKING THAT MAP CLASS, YOU CAN TAKE  
11 ANOTHER ONE. WE'LL FIND YOU ANOTHER ONE." SO SHE DID. SHE  
12 FOUND ME ONE AT SOUTHWEST COLLEGE AND I ENROLLED IN THAT. AND  
13 THEN, THIS PAST SATURDAY, I GOT A PHONE CALL SAYING THAT I WAS  
14 GOING TO BE DENIED FROM TAKING THE MAP CLASS AT SOUTHWEST  
15 COLLEGE, AT ANY OTHER COLLEGE IN THE COMMUNITY AT WEST L.A.,  
16 COMPTON, EL CAMINO, SO ON AND SO FORTH. I WAS DEVASTATED. I'VE  
17 NEVER BEEN BARRED FROM ANY CLASS, YOU KNOW? I GUESS THE KIDS  
18 SAY I'M OLD SCHOOL BUT...

19

20 **SUP. YAROSLAVSKY, CHAIRMAN:** TIME IS UP.

21

22 **SUP. BURKE:** THERE'S SOMEONE HERE.

23

24 **SUP. YAROSLAVSKY, CHAIRMAN:** STAFF WILL HELP YOU. MR. ROSE?

25



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1 **LEONARD ROSE:** MY NAME IS LEONARD ROSE, CHAIR. I WENT TO CITY  
2 HALL AT LOS ANGELES ON MARCH 16TH BE ON CHANNEL 35 AND  
3 DECEMBER 12 I WENT TO L.A.P.D. AND 2007 AND I'M HERE TODAY TO  
4 TALK ABOUT \_\_\_\_\_ PROGRAM AND L.A. DREAM CENTER,  
5 \_\_\_\_\_ CHAPEL, VICTORY OUTREACH AND THEY HELP GANGS  
6 TO STAY OFF DRUGS AND ALCOHOL, GANGS, YOU KNOW. AND NEW HOPE  
7 MINISTRY CHURCH HELP PROCLAIM THE GOSPEL. THEY HAVE WEST MAIN  
8 AND HOLLYWOOD IN LOS ANGELES AND PROCLAIM THE GOSPEL TO OUR  
9 CITY IN ALL WALK OF LIFE. AND \_\_\_\_\_ AT  
10 WWW.TEENCHALLENGE.COM. AND VICTORY OUTREACH,  
11 WWW.VICTORYOUTREACH.ORG. THE WEBSITE, YOU CONTACT THEM. THEY  
12 VISIT PEOPLE AT COUNTY JAIL, PRISON AND PEOPLE ALL WALKS OF  
13 LIFE. AND WE WANT KIDS, SUMMER'S COMING UP FOR KIDS, YOU KNOW,  
14 AND THE COMMUNITY CENTER. WE WANT KIDS TO JOIN THE ACTIVITY,  
15 THE COMMUNITY CENTER. WE WANT COUNTY AND SUPERVISOR, CITY TO  
16 GET TO TOGETHER AND WORK WITH KIDS WITH SPORTS AND HELP WITH  
17 GANGS AND STUDY COACHING AND RECREATION LEADER, GOT A PASS IN  
18 THE CLASS, I GOT A A, SPORTS, WORK EXPERIENCE COACHING AND I'M  
19 GOING THE TRAVEL UP THERE TO GO WORK WITH KIDS. I LOST 78  
20 POUNDS. I WEAR A SIZE 36 AND MY BLOOD TEST, IT WENT NORMAL. MY  
21 SUGAR LEVEL IS 105. MY CHOLESTEROL IS 147. I'VE BEEN  
22 EXERCISING AND HEALTHY DIETS, YOU KNOW, HEALTHY DIET FOODS...  
23  
24 **SUP. YAROSLAVSKY, CHAIRMAN:** YOU'RE IN GOOD SHAPE.  
25



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1    **LEONARD ROSE:** THANK YOU.

2

3    **SUP. YAROSLAVSKY, CHAIRMAN:** WITH THOSE KINDS OF NUMBERS, YOU  
4    COULD BE OUR POSTER CHILD FOR PUBLIC HEALTH IN THE COUNTY. ALL  
5    RIGHT. MR. BOBBITT?

6

7    **BYRON BOBBITT:** YES, MY NAME IS BYRON BOBBITT. I WAS HERE JUST  
8    PRIOR TO THE CHRISTMAS BREAK AND I BROUGHT TO THE BOARD OF  
9    SUPERVISORS ATTENTION A ISSUE REGARDING A GUARDIANSHIP MATTER  
10   OF MY CHILDREN IN WHICH MY CHILDREN WERE TAKEN FROM ME AND I  
11   HAVEN'T GOTTEN ANY RESPONSE. THIS ISSUE WAS DEALING WITH A  
12   ISSUE OF ABUSE, OF DISCRETION BY THE COURT AND ABUSE OF MY  
13   CONSTITUTIONAL RIGHTS UNDER THE COLOR OF THE LAW. AND I WANT  
14   TO KNOW THE BOARD OF SUPERVISORS PLAN ON JUST IGNORING THIS  
15   THING INDEFINITELY OR AT SOME POINT WILL THEY GET TO ME? IT'S  
16   BEEN A VERY LENGTHY TIME I'VE BEEN WAITING FOR A RESPONSE AND  
17   I HAVEN'T RECEIVED ONE YET.

18

19   **SUP. YAROSLAVSKY, CHAIRMAN:** THIS IS THE CASE WHERE THE COURTS  
20   INTERVENED IN YOUR CASE? THIS WAS A COURT CASE?

21

22   **BYRON BOBBITT:** YES, SIR.

23

24   **SUP. YAROSLAVSKY, CHAIRMAN:** YEAH. THE BOARD IS NOT GOING TO BE  
25   ABLE TO GET INVOLVED IN A COURT CASE OR IN AN ISSUE THAT HAS



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1 BEEN ADJUDICATED BY A COURT. SO IF SOMEBODY LED YOU TO BELIEVE  
2 THAT THE BOARD WAS GOING TO ACT OR INTERVENE IN A CASE THAT  
3 WAS IN THE JUDICIAL SYSTEM, THEY MISSPOKE OR YOU MISUNDERSTOOD  
4 OR A COMBINATION OF THE TWO. WE CAN'T DO THAT. ONCE IT GOES  
5 THROUGH THE JUDICIAL PROCEDURE, IT'S IN THE HANDS OF THE  
6 COURTS AND THE JUDGES, NOT US. IN FACT, WE ARE PROHIBITED FROM  
7 INTERVENING, AS WE SHOULD BE, IN A JUDICIAL PROCEEDING.

8

9 **BYRON BOBBITT:** EVEN WHEN THERE'S A RAPE OF JUSTICE AND MY  
10 CONSTITUTIONAL RIGHTS ARE BEING VIOLATED? YOU HAVE NO  
11 CONCERN...

12

13 **SUP. YAROSLAVSKY, CHAIRMAN:** I'M NOT PASSING JUDGMENT ON THE  
14 MERITS OF YOUR CASE. THAT WASN'T THE POINT. I'M TYING TO  
15 CONVEY TO YOU THAT THAT'S WHY YOU MAY NOT HAVE HEARD ANYTHING  
16 FROM THE BOARD. I DON'T KNOW WHO YOU TALKED TO AT THE BOARD  
17 BUT THERE'S NOTHING-- WE'RE NOT GOING TO INTERVENE IN A CASE  
18 THAT'S GONE TO THE JUDICIAL PROCESS, OKAY? IT'S JUST STANDARD  
19 OPERATING PROCEDURE.

20

21 **BYRON BOBBITT:** BUT MY ISSUE IS IS THAT, WHEN I GOT A DIVORCE,  
22 I HAD BEEN GRANTED BY THE COURT JOINT, LEGAL AND PHYSICAL  
23 CUSTODY OF MY CHILDREN. THEIR MOTHER, UNFORTUNATELY, GOT  
24 MURDERED SEPTEMBER 14TH, '03. WHY DID MY FAMILY RIGHTS AND  
25 CONSTITUTIONAL RIGHTS TO BE A PARENT DIE THAT SAME NIGHT? I



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1 DID NOTHING WRONG. AND I HAD ALREADY BEEN GIVEN A COURT ORDER  
2 WHERE I HAD JOINT LEGAL PHYSICAL RIGHTS. WHY ALL OF A SUDDEN I  
3 LOST MY RIGHTS BECAUSE THESE PEOPLE WANTED TO TAKE MY KIDS ALL  
4 OF A SUDDEN? AND DOES ANYBODY CARE? I MEAN, YOU KNOW, THIS IS  
5 A TOTAL ABUSE OF DISCRETION.

6

7 **SUP. YAROSLAVSKY, CHAIRMAN:** DID YOU HAVE ANY LEGAL  
8 REPRESENTATION YOURSELF IN THIS CASE?

9

10 **BYRON BOBBITT:** IT HAS BEEN VERY EXHAUSTING AND I HAVE BEEN  
11 DEALING WITH IT PERSONALLY. AT THIS TIME, I'M DEALING WITH IT  
12 PERSONALLY.

13

14 **SUP. YAROSLAVSKY, CHAIRMAN:** WHO IS YOUR COUNTY SUPERVISOR?  
15 WHICH ONE OF US IS YOUR SUPERVISOR? WHERE DO YOU LIVE? WHAT  
16 COMMUNITY?

17

18 **BYRON BOBBITT:** JAN PERRY. I TRIED TO ADDRESS HER WITH IT,  
19 SHE...

20

21 **SUP. BURKE:** WHAT STREET DO YOU LIVE ON?

22

23 **BYRON BOBBITT:** 50TH STREET AND HOOVER.

24



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1 **SUP. BURKE:** WE CAN SEE IF WE CAN GET HIM THE NAME OF LEGAL  
2 SERVICES BECAUSE IT HAS TO GO THROUGH COURT. WE CANNOT  
3 INTERVENE IN THE COURTS. HAVE YOU HAD A LAWYER?

4

5 **BYRON BOBBITT:** NOT AT THIS TIME.

6

7 **SUP. BURKE:** DID YOU HAVE ONE BEFORE?

8

9 **BYRON BOBBITT:** THAT'S THE PROBLEM. I'VE BEEN FINANCIALLY  
10 BULLIED IN THIS SITUATION. I DON'T HAVE THE RESOURCES TO  
11 COMPETE AGAINST THESE PEOPLE. I'VE BEEN STONEWASHED.

12

13 **SUP. BURKE:** WE CAN GIVE HIM THE NUMBER OF THE LEGAL SERVICES.

14

15 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY, THANK YOU.

16

17 **SUP. BURKE:** BUT IT HAS TO BE A LAWYER.

18

19 **SUP. YAROSLAVSKY, CHAIRMAN:** I'M GOING TO ASK THAT THE BOARD,  
20 BEFORE WE GO INTO CLOSED SESSION, WE ALSO ADJOURN TODAY IN THE  
21 MEMORY OF THE NINE FIREFIGHTERS WHO WERE KILLED THIS MORNING  
22 IN CHARLESTON, SOUTH CAROLINA, VERY TRAGIC, WHILE FIGHTING A  
23 FIRE ON A ROOF. THE ROOF COLLAPSED AND NINE FIREFIGHTERS DIED,  
24 THE LARGEST NUMBER OF FIREFIGHTERS KILLED IN ONE INCIDENT  
25 SINCE 9/11. SO IF YOU CAN TAKE CARE OF GETTING THE NAMES OF



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1 THE FIREFIGHTERS, IT WILL BE UNANIMOUS VOTE OF ALL MEMBERS.  
2 READY TO GO TO CLOSED SESSION?

3

4 **CLERK SACHI HAMAI:** IN ACCORDANCE WITH BROWN ACT REQUIREMENTS,  
5 NOTICE IS HEREBY GIVEN THAT THE BOARD OF SUPERVISORS WILL  
6 CONVENE IN CLOSED SESSION TO DISCUSS ITEM C.S.-1 CONFERENCE  
7 WITH LEGAL COUNSEL REGARDING EXISTING LITIGATION, ITEM C.S.-2,  
8 CONFERENCE WITH LEGAL COUNSEL REGARDING SIGNIFICANT EXPOSURE  
9 TO LITIGATION, ONE CASE, AND ITEM C.S.-5, CONFERENCE WITH  
10 LEGAL COUNSEL REGARDING INITIATION OF LITIGATION, ONE CASE. IT  
11 SHOULD BE NOTED ITEMS C.S.-3, C.S.-4 AND C.S.-6 WILL BE  
12 CONTINUED ONE WEEK TO JUNE 26TH, 2007. THANK YOU.

13

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**REPORT OF ACTION TAKEN IN CLOSED  
SESSION TUESDAY, JUNE 19, 2007.**

There was no reportable action taken on Agenda Items CS-1 and CS-2.

In open session the Board continued Item CS-3 one week to June 26, 2007.



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1 I, JENNIFER A. HINES, Certified Shorthand Reporter  
2 Number 6029/RPR/CRR qualified in and for the State of  
3 California, do hereby certify:

4 That the transcripts of proceedings recorded by the  
5 Los Angeles County Board of Supervisors June 19, 2007,  
6 were thereafter transcribed into typewriting under my  
7 direction and supervision;

8 That the transcript of recorded proceedings as  
9 archived in the office of the reporter and which

10 have been provided to the Los Angeles County Board of  
11 Supervisors as certified by me.

12 I further certify that I am neither counsel for, nor  
13 related to any party to the said action; nor

14 in anywise interested in the outcome thereof.

15 IN WITNESS WHEREOF, I have hereunto set my hand this  
16 26th day of June 2007 for the County records to be used only  
17 for authentication purposes of duly certified transcripts  
18 as on file of the office of the reporter.

19

20 JENNIFER A. HINES

21 CSR No. 6029/RPR/CRR

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